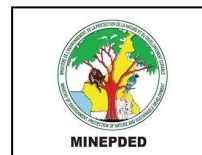




Evaluation
Office

**Terminal Evaluation of the UNEP/GEF Project
“Developing Core Capacity for Multilateral Environmental
Agreement Implementation in Cameroon GEF ID #:
5060”
(2014-2019)**



**Evaluation Office of the United Nations Environment Programme
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Developing Core Capacity for Multilateral Environmental Agreement Implementation in
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The evaluator would also like to thank the project team and in particular Dr Haman Unusa (Project Manager), Ms Florence Kahiro (Fund Management Officer), Mr Thierry de Oliveira (Task Manager) and Mr Jochem Zoetelief (Portfolio Manager) for their contributions and collaboration throughout the evaluation process. The evaluator is also grateful to the Department of Sustainable Development of the Ministry of Environment, Protection of Nature and Sustainable Development (MINEPDED) in Cameroon.

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

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Brief consultant biography

Principal Evaluator

Malene Wiinblad is an experienced evaluator and team leader and has 29 years of experience in climate change and natural resource management. From a base in Mozambique where she has lived for 20 years, returning to Denmark in 2021, she has carried out several evaluations, reviews, and assessments for Danida, Sida, SDC, UNEP, UN-Water and UNDP of global, thematic and country specific projects and programmes. She is very well versed in applying the OECD-DAC evaluation standards and mixed methods for qualitative data collection and review. She is highly skilled in synthesising evidence and key information from studies, analytical reports, strategies, and plans.

Through more than ten years as long-term technical advisor on climate change and natural resources management, she has substantial experience and knowledge on African governments and their capacity and constraints addressing environmental problems and climate change adaptation and mitigation. In Mozambique she provided technical assistance support to the EU, Danida and Irish Aid financed *Environment Sector Programme Support, 2011 – 2017* and the UNDP-UNEP project *Sustainable Natural Resource and Equitable Development SUNRED II, 2019 – 2021*, in Angola on the elaboration of the National Agriculture Investment Plan (NAIP) and in São Tomé e Príncipe to the *EU GCCA+ project Reducing Climate Vulnerability 2017/18*.

She has thorough experience on project and programme design, management and implementation and is highly skilled in cooperation with African government institutions at central and local level and donor agencies. She has excellent analytical, communication and report writing skills. She speaks English, Portuguese, and French fluently. She has since 2017 been partner in PEM Consult and is presently residing in Denmark.

Evaluation Team Lead

Kris B. Prasada Rao holds an MSc in Human Geography and has more than 20 years of professional experience in climate change, natural resource management, environment, rural development, agriculture, and livelihoods. He has expertise in different aspects of climate change, including governance under the UNFCCC framework, adaptation and resilience, mitigation, and mainstreaming across sectors. He has worked in 42 countries for a broad range of multilateral institutions including UNEP, UNDP, FAO, and the European Union, bilateral donors, and NGOs. Kris B. Prasada Rao is a specialist in evaluation and has carried out numerous evaluations and reviews including complex strategic evaluations, global and regional multi-country programme evaluations, and in-country project evaluations. Moreover, he has hands-on programme and project implementation, management and oversight experience from positions with the Danish Committee for Aid to Afghan Refugees (DACAAR), Oxfam America, and IFAD. He has since 2011 been a partner and board member at PEMconsult.

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/GEF *Developing Core Capacity for Multilateral Environmental Agreement Implementation in Cameroon* project implemented between 2014 and 2019. The project's overall development goal was to contribute to better integration of environmental concerns, and the value of ecosystems, into Cameroon's broader development framework. 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: Multilateral environment agreements, capacity building of civil society, private sector and communities, IRIS, environment data management system, environment taxation.

¹

Primary data collection period: October – November 2022

Field mission dates: No field mission took place.

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

Table of contents

EXECUTIVE SUMMARY	10
1 INTRODUCTION	14
2 EVALUATION METHODS	16
3 THE PROJECT	18
3.1 Context	18
3.2 Results Framework.....	19
3.3 Stakeholders	20
3.4 Project implementation structure and partners	22
3.5 Changes in design during implementation	25
3.6 Project financing.....	25
4 THEORY OF CHANGE	26
5 EVALUATION FINDINGS	29
5.1 Strategic Relevance.....	29
5.2 Quality of Project Design.....	30
5.3 Nature of the External Context	32
5.4 Effectiveness	32
5.5 Financial Management.....	50
5.6 Efficiency.....	52
5.7 Monitoring and Reporting	55
5.8 Factors Affecting Performance and Cross-Cutting Issues.....	57
5.9 Conclusions and Recommendations	60
5.10 Lessons learned.....	64
5.11 Recommendations	64
ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS	67
ANNEX II. PEOPLE CONSULTED DURING THE EVALUATION	70
ANNEX III. KEY DOCUMENTS CONSULTED	71
ANNEX IV. EVALUATION FRAMEWORK	74
ANNEX V. BRIEF CV OF THE EVALUATOR	81
ANNEX VI. EVALUATION TORS (WITHOUT ANNEXES)	83
ANNEX VII. QUALITY ASSESSMENT OF THE EVALUATION REPORT	106
ANNEX VIII. GEF PORTAL QUESTIONS	107

LIST OF ACRONYMS AND ABBREVIATIONS

CBD	United Nations Convention on Biological Diversity
CCCD	Cross-Cutting Capacity Development
CIDE	Environment Centre for Information and Documentation
CIG	Community Interest Group
CREPD	Research and Education Centre for Development
CWCS	Cameroon Wildlife Conservation Society
EQ	Evaluation Question
FDSE	Framework for Development of Environment Statistics
FESP	Forest Environment Sector Programme
FMO	Fund Management Officer
GEF	Global Environment Facility
GESP	Growth and Employment Strategy Paper
GoC	Government of Cameroon
IRIS	Indicator Reporting Information System
KfW	German Development Bank
MEA	Multilateral Environmental Agreement
M&E	Monitoring and evaluation
MINEPDED	Ministry of Environment, Protection of Nature, and Sustainable Development
MINFOF	Ministry for Forestry and Wildlife
MTR	Mid-Term Review
MTS	Medium Term Strategy
NCSA	National Capacity Self-Assessment
NIS	National Institute of Statistics
OCB/CBO	Community Based Organization
OPED	Organisation for Environment and Sustainable Development
PCA	Project Cooperation Agreement
PIF	Project Identification Form
PIR	Project Implementation Review
PMU	Project Management Unit
PoW	Programme of Work
PPG	Project Preparation Grant
SC	Steering Committee
SIE	Environmental Information System
SOER	State of Environment Report
TE	Terminal Evaluation
ToC	Theory of Change
ToR	Terms of Reference
TWG	Technical Working Group
UNCCD	United Nations Convention to Combat Desertification
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNSD	United Nations Statistical Division

Project identification table

Table 1: Project Identification Table

GEF Project ID:	5060		
Implementing Agency:	UNEP: Science Division (formerly Division of Early Warning and Assessments)	Executing Agency:	Ministry of Environment, Protection of Nature and Sustainable Development (MINEPDED)
Relevant SDG(s) and indicator(s):	13) Climate Action, 16) Peace, Justice and Strong Institutions, 17) Partnerships for the Goals		
Sub-programme:	2018-2019 UNEP SP7 – Environment under Review	Expected Accomplishment(s):	EA(a): Governments and other stakeholders use quality open environmental data, analyses and participatory processes that strengthen the science-policy interface to generate evidence-based environmental assessments, identify emerging issues and foster policy action.
UNEP approval date:	12 February 2014	Programme of Work Output(s):	EA(a)(ii): Increase in the number of countries reporting on the environmental dimension of sustainable development through shared environmental information systems with country-level data made discoverable through UNEP.
GEF approval date:	12 May 2014	Project type:	Medium Size Project
GEF Operational Programme #:	GEF-5 Cross-Cutting Capacity Development Strategy	Focal Area(s):	Multi Focal Areas (MFAs)
		GEF Strategic Priority:	CD-2: 2.1) Institutions and stakeholders have skills and knowledge to research, acquire and apply information for collective actions 2.3) Public awareness raised and information management improved CD-4: 4.3) Sustainable financing mechanisms in place at national level.
Expected start date:	(PCA signature) 11 July 2014	Actual start date:	5 August 2014
Planned completion date:	31 May 2017	Actual operational completion date:	31 May 2019
Planned project budget at approval:	USD 2,402,046	Actual total expenditures reported as of June 2019:	USD 915,046
GEF grant allocation:	USD 960,046	GEF grant expenditures reported as of June 2019:	USD 926,546

Project Preparation Grant - GEF financing:	USD 50,000	Project Preparation Grant - co-financing:	USD 50,000	
Expected Medium-Size Project/Full-Size Project co-financing:	USD 1,442,000	Secured Medium-Size Project/Full-Size Project co-financing:	USD 1,029,717 incl. USD 80,000 from UNEP as of January 2020 (PIR 2019)	
First disbursement:	5 August 2014	Planned date of financial closure:	30 June 2020	
No. of formal project revisions:	1	Date of last approved project revision:	30 May 2017	
No. of Steering Committee meetings:	3	Date of last/next Steering Committee meeting:	Last: February 2018	Next: N/A
Mid-term Review/Evaluation (planned date):	September 2017	Mid-term Review/Evaluation (actual date):	September 2017	
Terminal Evaluation (planned date):	31 December 2019	Terminal Evaluation (actual date):	June-December 2022	
Coverage - Country(ies):	Cameroon	Coverage - Region(s):	Africa	
Dates of previous project phases:		Status of future project phases:	N/A	

Executive Summary

Project background

1. The “*Developing Core Capacity for Multilateral Environmental Agreement Implementation in Cameroon*” (henceforth referred to as “the CB2 project or the project”) was developed and implemented with four similar projects in Afghanistan, Bosnia and Hercegovina, St. Lucia and Haiti. These 5 projects were formulated in response to National Capacity Self-Assessments (NCSA) supported by UNEP/GEF. The NCSA was conducted in Cameroon from 2004 to 2007. The project was developed in line with the GEF-5 Cross-Cutting Capacity Development Strategy. Cross-Cutting Capacity Development (CCCD) in the GEF context refers to the targeted support provided to countries to strengthen their capacities to meet their commitments under the Rio Conventions and other Multilateral Environment Agreements (MEAs). This type of capacity development is focusing on addressing systemic crosscutting national environmental management issues in GEF recipient countries.

2. The project was approved by the UNEP Project Approval Group on the 12 February 2014 and by the CEO of Global Environment Facility (GEF) by signed letter of 12 May 2014. The Project Cooperation Agreement was signed on 11 July 2014. The GEF Implementing Agency for all of the projects was the UNEP Science Division, Cross-Cutting Capacity Development (CCCD) Unit. As the Implementing Agency, UNEP Science Division was responsible for overall project supervision, overseeing the project progress through the monitoring and evaluation of project activities and progress reports, including technical issues. UNEP was also responsible for overseeing and monitoring the project implementation process, to ensure both GEF and UNEP standards were met, organise evaluations and audits as well as provide technical support. UNEP worked in close collaboration with the Executing Agency’s (EA) the executing agency Cameroon’s Ministry of Environment, Protection of Nature and Sustainable Development (MINEPDED). The project was designed for three years but was implemented over five years with an actual start date of 5 August 2014 and with a two year no cost extension to 31 May 2019. The GEF grant was USD 960,046 with a total project amount of USD 2,406,042 including co-financing. A mid-term review was carried out in 2017 just after the extension of the project.

This evaluation

3. The objective of the TE is to evaluate the CB2 project. The TE will assess the performance (in terms of relevance, effectiveness and efficiency) and results (outcomes and impacts) of the project, and the sustainability of the results. It has two purposes:

- to provide evidence of results to meet accountability requirements,
- to promote operational improvement, learning and knowledge sharing through results and lessons learned among project partners and key stakeholders.

4. Available project documentation was reviewed and remote interviews and discussions were held in October and November 2022 with key stakeholders identified by UNEP. A total of 18 (3 women, 15 men) people were interviewed, comprising staff from the UNEP Science Division, MINEPDED, Cameroon government entities, national NGOs and independent consultants. See Annex II for a list of interviewees. The first draft of the report was delivered by the end of November 2022 whereafter an extensive consultation period following which was finalised in March 2023.

Key findings

5. The project increased the level of awareness of MEAs and environment problems at the national level and in the selected pilot areas. It also improved coordination through institutionalisation of through an approved charter on establishing a national platform for environmental information exchange which still functions as a forum for stakeholders to meet and exchange view and information. Coordination between key ministries and the Environment Centre for Information and Documentation (CIDE) was reinforced. On data collection and management, the Indicator Reporting Information System (IRIS) was piloted, and lessons were captured in a report. Funding for its full operationalization was not achieved which is why its currently stalled. 1111 indicators were identified relevant to the MEAs and a selection of these indicators were used for the elaboration of Cameroon's first State of Environment report in 2018. Legislation of a taxation scheme to raise funds for environmental protection was elaborated. A significant challenge in project implementation was to create synergies between the various activity streams and connect them with the overall objective of the project, while aligning the results framework with the activities that were being implemented.

Conclusions

6. The CB2 project's participatory approach in addressing the capacity needs at many different levels was both its strength and its weakness. It was a strength it managed to create awareness about the MEAs, environmental data and reporting and approaches to solving environmental problems with many stakeholders from community-based organisations, NGOs, private companies, media, civil servants, leaders in government institutions and parliamentarians. It was also a weakness because the effort was spread rather thin in many different activities which were not all followed through and some of them did not contribute to institutional capacity for implementation of MEAs.
7. The financial management was satisfactory. Financial reporting and communicating with UNEP financial management was smooth and problems were solved due to effort and flexibility from both UNEP and the PMU. The PMU largely filled out its mandate in securing planning, implementation and reporting. The change of PM and GEF focal point in 2017 improved management but also created a disruption where SC meetings were not held for two years and MTR recommendations were not addressed systematically. One considerable problem was that the result framework was not revised as the MTR recommended so the focus of implementation was not aligned fully with outputs and indicators. Monitoring was planned and budgeted but even though monitoring was carried out it was only reported by the end of the project.
8. The project did not achieve all outputs and outcomes, but some important outcomes were achieved which could have an impact in the longer term. These are the integration of environmental and climate change considerations and intended actions in the SND30. The drafted legislation on environmental taxation which was submitted to the Parliament in 2018 has not been approved but some taxes are integrated in the State Budget Law for 2021 and 2022. This is an important achievement which contributes to raising funds for environmental protection.
9. Another strength of the project was the installation of the IRIS in CIDE with connection to servers in four government institutions and the elaboration of the test report with existing data on environment, agriculture, forests and wildlife as well as water and energy. This result was not part of the result framework though and is an unexpected positive effect.
10. There were several weaknesses of the project which could have relatively easily been eliminated. There was no ToC done in the design phase and there were missing

activities and outputs as well as weak links between outputs and outcomes and indicators that do not reflect the content of the component. This weakness could have been eliminated through elaboration of a ToC.

11. A major weakness in the project was the weak focus on expanding systems for nation-wide systematic collection of data and information about the environment and climate change. A lot of the capacity building was focused on environmental information and data sharing but there was less focus on activities for formalising the collection of data into environmental statistics which can be used for MEA reporting.
12. The activities with the CIGs were from an isolated point of view relevant and sympathetic but their connection with the overall goal of the project to build institutional capacity for implementation of the MEAs was weak. It was not clear what was their role in data collection and monitoring.
13. Gender was clearly considered in the activities with the community interest groups where the project team actively sought to have a good balance of women and men in the groups. The number of men and women participating in the events of CB2 was also frequently reported. Two of the NGO partners selected had a special focus on gender in relation to environment and peace respectively. So, gender was definitely considered even if it was generally mainstreamed into the project. The project was considered to be beneficial for human rights in the long term as it addressed sustainability and implementation of environment agreements. As such human rights was not particularly considered.
14. Overall, the project demonstrates a rating of **'Moderately Satisfactory'**. A table presenting all performance ratings can be found in Section 6.1.

Lessons Learned

15. Lesson 1: Strike the balance between defining content of the project and identifying the right partners.
16. Lesson 2: Decision should be made early in project implementation about exit strategy or continuation to manage expectations.
17. Lesson 3: Internet quality in Cameroon is frequently too bad to hold satisfactory online meetings.
18. Lesson 4: Involvement of community groups should be clearly integrated in the logic of the Theory of Change

Recommendations

19. Recommendation 1: Building on the achievements of CB2 especially with IRIS and with coordination and information sharing, UNEP should before the end of 2023 assist the GoC represented by MINEPDED/ CIDE and NIS to elaborate a PIF that is within the strategic scope of GEF 8 to consolidate the results of CB2 by operationalizing IRIS and complement the efforts of NIS and MINEPDED to expand the present data collection and monitoring system to be nation-wide applying the FDES method.
20. Recommendation 2: In future projects UNEP should assist the partner in securing coherence by making sure a ToC is elaborated clearly.
21. Recommendation 3: Projects on mainstreaming and institutional strengthening of government should be for at least five years to create and consolidate results.
22. Recommendation 4: UNEP should carry out capacity development of GEF focal points and other relevant stakeholders on how to better design capacity building and

institutional strengthening projects, that include tangible outputs and indicators to measure quantitative results.

1 INTRODUCTION

23. This Terminal Evaluation (TE) covers the “*Developing Core Capacity for Multilateral Environmental Agreement Implementation in Cameroon*” project (henceforth referred to as “the CB2 project or the project”). Similar projects were implemented in Afghanistan, Bosnia and Hercegovina, St. Lucia and Haiti. These 5 projects were formulated in response to National Capacity Self-Assessments (NCSA) supported by UNEP/GEF. The NCSA conducted in Cameroon from 2004 to 2007. The projects were developed in line with the GEF-5 Cross-Cutting Capacity Development Strategy. Cross-Cutting Capacity Development (CCCD) in the GEF context refers to the targeted support provided to countries to strengthen their capacities to meet their commitments under the Rio Conventions and other Multilateral Environment Agreements (MEAs). This type of capacity development is focusing on addressing systemic crosscutting national environmental management issues in GEF recipient countries. The project was approved by the UNEP Project Approval Group on the 12 February 2014 and by the CEO of Global Environment Facility (GEF) by signed letter of 12 May 2014. The Project Cooperation Agreement was signed on 11 July 2014. The GEF Implementing Agency for all of the projects was the UNEP Science Division, Cross-Cutting Capacity Development (CCCD) Unit. As the Implementing Agency, UNEP Science Division was responsible for overall project supervision, overseeing the project progress through the monitoring and evaluation of project activities and progress reports, including technical issues. UNEP was also responsible for overseeing and monitoring the project implementation process, to ensure both GEF and UNEP standards were met, organise evaluations and audits as well as provide technical support. UNEP worked in close collaboration with the Executing Agency’s (EA) the executing agency Cameroon’s Ministry of Environment, Protection of Nature and Sustainable Development (MINEPDED). The project was designed for three years but was implemented over five years with an actual start date of 5 August 2014 and with a two year no cost extension to 31 May 2019. The GEF grant was USD 960,046 with a total project amount of USD 2,406,042 including co-financing. A mid-term review was carried out in 2017 just after the extension of the project.
24. The project fell under the UNEP’s 2014-2017 and 2018-2021 Medium Term Strategies, aiming to contribute to the following expected outcome indicators under Sub-programme 7 – environment:
- DC 2 (a): *Institutions and stakeholders have the skills and knowledge to research, acquire and apply information for collective actions,*
 - DC 2 (b): *Public awareness raised, and information management improved,*
 - DC 4: *Sustainable financing mechanisms in place at national level.*
25. **Objective and purpose of the TE:** The objective of the TE is to evaluate the CB2 project. The TE will assess the performance (in terms of relevance, effectiveness and efficiency) and results (outcomes and impacts) of the project, and the sustainability of the results. It has two purposes:
- to provide evidence of results to meet accountability requirements,
 - to promote operational improvement, learning and knowledge sharing through results and lessons learned among project partners and key stakeholders.
26. **TE Target audience:** The TE will inform and Cameroon’s Ministry of Environment, Protection of Nature and Sustainable Development (MINEPDED), other countries aiming at strengthening the capacity to implement MEAs as well as UNEP looking

backward at project achievement and forward on lessons learnt and recommendations for the design of future UNEP implemented projects related to MEA capacity development. Moreover, the TE report will be made available to the public.

2 EVALUATION METHODS

27. The TE adheres to UNEP/GEF evaluation guidelines. The TE was carried out as a desk-based evaluation. The below combination of qualitative methods was used to gather and triangulate information and thereby ensure their solidity and reduce information gaps.
28. **Document review:** Available project documentation was reviewed, including: the Project Identification Form (PIF), the CEO Endorsement Request, Project Implementation Review reports (PIRs), work plans, project budget and execution reports, workshop and analytical reports and studies, national plans and strategies, meeting minutes, publications and numerous relevant websites. The assessment of results (outcomes) utilised the project’s own indicators and monitoring data. See Annex III for a full list of the documents reviewed.
29. **Stakeholder consultation:** Remote interviews and discussions were held with key stakeholders identified by UNEP. A total of 18 (3 women, 15 men) people were interviewed, comprising staff from the UNEP Science Division, MINEPDED, Cameroon government entities, national NGOs and independent consultants. See Annex II for a list of interviewees.

Table 2: Entities involved, contacted and interviewed

		# People Involved (M/F)	# People Contacted (M/F)	# respondent (M/F)	% respondent
Project team (those with management responsibilities e.g. PMU)	Implementing agency		2/1	2/1	
	Executing agency/ies	4/2	4/2	4/2	100%
	# Entities Involved	# Entities Contacted	# People Contacted (M/F)	# respondent (M/F)	% respondent
Project (implementing/ executing) partners (receiving funds from the project)	9 (including MINEPDED and the eight NGOs)	9	8/1	3/0	30%
Beneficiaries	NGO Target Beneficiaries	?	3/1	3/1	

30. **Analysis and reporting:** The analysis of findings was an iterative process throughout the TE. Information and data from different written and oral sources were compared and triangulated. Initial findings and recommendations were discussed with stakeholders as the TE progressed, to ensure their validity and appropriateness, as well as stakeholder participation and ownership. Key stakeholders in UNEP and MINEPDED were provided with the opportunity to comment on the draft evaluation report (See Annex I). Due to the policy and capacity development nature of the project, most information and data was qualitative. Hence, the data was mainly analysed through a qualitative assessment.

31. The Terms of Reference (ToR) provided a comprehensive set of strategic questions and evaluation criteria for the TE². These were further crystallised with indicators and data sources.
32. The UNEP Evaluation Office has developed detailed descriptions of the main elements required to be demonstrated at each level (i.e. Highly Satisfactory to Highly Unsatisfactory) for each evaluation criterion. The evaluation team has considered all the evidence gathered during the evaluation in relation to this matrix in order to generate evaluation criteria performance ratings.
33. The UNEP Evaluation Office has developed detailed descriptions of the main elements required to be demonstrated at each level (i.e. Highly Satisfactory to Highly Unsatisfactory) for each evaluation criterion. The evaluation team has considered all the evidence gathered during the evaluation in relation to this matrix in order to generate evaluation criteria performance ratings.
34. **Ethics and human rights:** Throughout the TE process and in the compilation of the TE report, effort was made to represent the views of all stakeholders. Data were collected with respect to ethics and human rights issues. Throughout the evaluation process and in the compilation of the Final Evaluation Report efforts have been made to represent the views of both mainstream and more marginalised groups. All information was gathered after prior informed consent from people, all discussions remained anonymous, and all information was collected according to the UN Standards of Conduct.
35. **Limitations:** Stakeholder consultations were exclusively in the form of distance consultation. The TE consultant was not able to interview all stakeholders that participated in project and despite several attempts to get in contact with stakeholders the response rate was 18 out of 27 (66%) identified stakeholders were interviewed which is considered satisfactory. A range of government stakeholders were interviewed, and it was also possible to get in contact with other stakeholders such as the national NGOs that had participated in the CB2. Apart from the interviews the findings relied to a large extent on the outputs produced by these organisations and observations from the government stakeholders. The TE consultant did not visit Cameroon and was thus not able to make a fully triangulated assessment/ verification of the application of the skills and capacities gained especially in the pilot areas. As the internet connection is very unstable in Cameroon it was hardly possible to use platforms such as Zoom and Teams and therefore 80% of the interviews were carried out on WhatsApp which to some extent limited the quality of the interview because of background noise, oscillation of the connection and the lack of possibility to record the interview. One or two interviews carried out on Zoom experienced serious technical problems. These limitations were to a large degree reduced by follow up questions by e-mail. The project started in 2014 and ended in December 2019. Many relevant people that had been participating in the project were still in place although the ability of the stakeholders to recollect the project in detail, especially the earlier years of implementation had limitations. The project to a very large extent centred around capacity building and the component which included more tangible activities didn't specify indicators or end targets for these activities nor was monitoring results captured. Therefore, it was not possible to quantify most of the results of the project.

² See Annex VI - Evaluation ToR.

3 THE PROJECT

3.1 Context

36. Cameroon is rich in natural resources and is one of the most diverse countries in Africa in terms of ecosystems and flora and fauna species. Donor funded projects in the environment area have in recent years particularly focused on forest management and biodiversity. There is i.e., an indicative allocation in GEF 8 of USD 17 million to the biodiversity area out of envisaged USD 20 million (85%) compared to about USD 10 million in GEF 5 out of approximately USD 14 million (71%).³
37. The country has ratified the three Rio Conventions and the Vienna Convention and Montreal Protocol on substance destroying the ozone layer as well as the convention of chemical pollution e.g., Basel, Amsterdam, Stockholm and Minamata. These seven conventions were covered by the project.
38. With support from GEF, Cameroon carried out a National Capacity Self- Assessment (NCSA) which began in 2004 and was finalised in 2007. The NCSA lists the priority areas to be addressed which are the same three which the CB2 project is built on e.g.:
- Production and dissemination of knowledge in environmental management;
 - Strengthening of technical, institutional, and operational capacities in environmental management.
 - Socio-community micro-projects in the field of environmental protection.
39. The project took a participatory and bottom-up approach to implementation of the MEAs as it proposed to *“firmly anchor the importance of environmental information, monitoring and compliance within the Cameroonian society”* (PIF). Eight national NGOs were included as executing partners with specific responsibilities for project activities. The project also intended to strongly address the need for coordination and sharing of environmental data and information, MEA reporting systems and for mobilising financing for environment actions.

Table 3: Executing agencies and their main activities

Executing agency	Main activities
World Conservation Society (WCS)	Activities on the national platform, Develop and validate a guide/handbook on innovative sources of funding, develop awareness raising tools, collect and disseminate good practices
Mutuelle de Croissance Bamena (MC2 Bamena)	Identify and select 3 sites on the basis of defined criteria, e technical support for one CBO network in GEF small grant project development (GEF Small Grant), specific training tools and modules for CBO
The Center for Research and Education for Development (CREPD)	Diagnosis of the needs of CIDE within the framework of environmental information dissemination, facilitate the validation workshop of the new indicator’s framework, organize awareness raising sessions on environmental taxation, awareness raising of private sectors and other major

³ <https://www.thegef.org/projects-operations/country-profiles/cameroon>

	stakeholders of incentives for environmentally sound investments
Save Mankind	Establish the criteria for the selection and support of 3 networks, identify private operators/companies working in clean sectors;
Organisation for environment protection and development (OPED)	Elaborate a charter for the functioning of an environmental information exchange platform, organise workshop on the same topic
Cameroon Ecology (CamEco)	Participatory training and capacity needs assessment, development of training modules, specific training
Youth for environment and sustainable development (AJIEDD)	Awareness raising on environment and MEAs for youth, women, CBO etc.
Word Action Phyto Protection (WAPP)	Identify CBOs in each pilot site, organize experiences sharing workshops on profitable and environment-friendly investments

40. The prior project upon which this project was based is the Community Development Program Support Project II (PAPNDP), a project with the World Bank support that ended in 2012 and which supported decentralisation through (among other things) channelling grants to CBOs for poverty reduction projects⁴. This project is not further referred to during the implementation of the project.

3.2 Results Framework

41. The CB2 project's **objective** was "To strengthen institutional capacity in the implementation of international conventions as a follow-up to the National Capacity Self-Assessment".⁵

The project comprised three **components**:

- Component 1: Tools for improved environmental information management
- Component 2: Institutional arrangements and coordination for MEA implementation
- Component 3: Build capacity of actors to strengthen sustainable financing mechanisms and mobilize sustainable resources for MEA implementation

42. The project had seven intended **Outcomes**:

43. The seven outcomes are pursued through the 13 outputs presented in Table 2 below.

Table 2: Project outputs per component

Outcome 1.1	Component 1
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⁴ <http://web.worldbank.org/archive/website01341/WEB/MAINE097.HTM>

⁵ National Capacity Needs Self-Assessment for Global Environmental Management Cameroun, GEF UNEP, 2007

<p>Outcome 1.1 Improved institutional framework for environmental data and information gathering analysis and provision to better inform decision making processes</p> <p>Outcome 1.2 Environmental monitoring, evaluation and reporting are strengthened.⁶</p>	<p>1.1.1 Scientific, technical, and traditional knowledge management on the environment is better coordinated 1.1.2 Core indicators are identified for the collection and management of cross cutting MEA data and information 1.2.1 Training modules developed and applied for different stakeholder groups to use data and information tools in planning and project management 1.2.2 Environmental data and information is used to support existing policies and regulations to prepare amendments and updating of these 1.2.3 Project monitoring system operating, providing systematic information on progress in achieving project outcome and output targets.</p>
<p>Outcome 2</p>	<p>Component 2</p>
<p>Outcome 2.1 Coordination networks among officers in charge and with other stakeholders are enhanced</p> <p>Outcome 2.2 Community Interest Groups (CIG) pilot is developed for test sites</p> <p>Outcome 2.3 Increased engagement in all aspects of the consultative process by stakeholders (NGOs, researchers, civil society actors, public, academics, and technicians)⁷</p>	<p>Component 2: 2.1.1 Coordination and consultation network for environmental management is strengthened and their mandates are clarified 2.1.2 Officers in charge and national committees have improved technical capacities 2.2.1 Community Interest Groups (CIG) model for environmental protection is prepared per ecological zone in pilot sites 2.3.1 Training modules developed and implemented; awareness raising initiatives conducted</p>
<p>Outcome 3.1</p>	<p>Component 3</p>
<p>Outcome 3.1: Fiscal or tax policies beneficial to environment are created</p> <p>Outcome 3.2: Contribution of environmental conservation to socio-economic development particularly of disadvantaged population groups is strengthened to better qualify for access to Heavily Indebted Poor Countries Initiative (HIPC) resources.</p>	<p>3.1.1 Fiscal or tax policies favourable to the environment are drafted 3.1.2 Investment partnerships are created between the public, private sectors and populations. 3.1.3 Identification of Clean Development Mechanism (CDM) and other environmental (green and grey) financing opportunities 3.2.1 Environmental conservation and management are integrated into implementation processes of the strategy for growth and employment paper (GESp).</p>
<p><i>Source: CEO Resubmitted Endorsement Request, 2014</i></p>	

3.3 Stakeholders

44. As already mentioned above the project was designed to be comprehensive and participatory, mobilising stakeholders from top to bottom and creating awareness about Cameroons commitment and obligations in relation to the MEAs ratified. The

⁶ Outcome was revised in the Inception Report

⁷ Outcome was revised in the Inception Report

stakeholders included so-called community interest groups (CIG)s identified in three selected areas i.e., the northern ecological dry zone, the "Waza-Logone plain"; mono-modal forest ecological zone (Douala); and the West Ecological Highlands zone (Mbouda). Also involved were eight national NGOs, local government in the three areas, private sector and research institutions, civil society in general, parliamentarians, government institutions with particular focus on the responsible institutions for data management and statistics, environment, agriculture, forests, energy and water & sanitation.

Table 4: Stakeholder analysis

Stakeholder	Power over the project results/implementation and interests	Participation in project design	Roles and responsibilities in project implementation	Changes in their capacity through implementation of the project
UNEP	High power / high interest in achieving SDGs and Paris Agreement goals, securing funding for projects and running of UNEP	Led project design process / financed project preparation	Project oversight, technical support, disbursement of resources, approval of spending, control over financial resources, SC member, responsible for MTR and TE and securing implementation of recommendations from MTR	
MINEPDED	High power / high interest in fulfilling its mandate in the environment and climate change area, attract projects and financial resources to MINEPDED	Led the design process	Key beneficiary Project management, day-to-day implementation. GoC entity responsible for environmental monitoring, SC member	Coordination of the national platform, increased knowledge on MEAs and mobilization of funds especially through fiscal initiatives
CIDE	High power / high interest increasing capacity on data management and reporting, increasing data and information on environment managed by CIDE	Participated in the design process	Responsible for data management and host of the reporting platform IRIS	Increased knowledge of MEAs, data management and
GEF Secretariat	High power / high interest contributing to achieving the SDGs and Paris Agreement goals, securing flow of project funding	Financed project preparation through UNEP/ Approval of project for funding	Project funding, approval of spending, GEF national focal point was also project manager	N/A
NIS	Medium power / high interest in fulfilling its mandate by securing standardize high quality statistics based on internationally recognized methodologies	Stakeholder workshop participation	Capacity building of national NGOs	Increased knowledge on capacity of national environment NGOs
Sector ministries	Medium power/ medium interest in fulfilling their mandate, concerns about job creation and economic growth	Stakeholder workshop participation	Key beneficiary,	Increased knowledge on data available in their sectors and on MEAs

	especially in the Ministry of Finance.			
National NGOs	Low power / high interest in contributing to environment protection, securing funds for their organization and activities	Pivotal role early in the project design	Direct responsible for the majority of activities in the project regarding capacity building and studies	MEAs, environment management, elaboration of proposals, analysis and report writing
Community Interest Groups	Low power / high interest in solving environment problems affecting their livelihood, securing funds for their organization and activities	Did not participate		
Decentralized local authorities	High power / low interest	Implementation of communication strategy, Supervision, local regulation	Supervision, Local regulation	Increased knowledge, data access and generation and analysis capacity, use of environmental information in planning
Parliamentarians	High power / low interest	No	Assessing and maybe approving the proposals for legislation on environmental taxation	Knowledge on environment and the options for taxation has increased
Private sector	Low power / low interest in project and high interest in maintaining commercially viable conditions for exploitation of natural resources and production, consultants have interest in contracts with projects	Stakeholder workshop participation	Participation in workshop to raise awareness on natural resources and environment problems	Enhanced environmental awareness on environmentally friendly choices / some consultant increased substantially their expertise on MEAs

3.4 Project implementation structure and partners

45. The CB2 project was the first of its kind in Cameroon that aimed at building capacity nation-wide on environmental issues.
46. The project was approved in February 2014 by UNEP Project Approval Group and by the GEF CEO through letter of 12 May 2014. The first disbursement came seven months later in December 2014. The project was extended with effect from May 2017 until May 2019 “to facilitate completion of activities”. (**Extension memo of PCA**). The CB2 project was managed by a Project Management Unit (PMU) consisting of a project manager, an assistant, a secretary, and a finance officer. In the case of CB2 the project manager was also the GEF focal point. According to UNEP, it has been recommended that GEF focal points have a high level of direct engagement for the CCCD projects given their cross-cutting nature. The GEF focal point can assist in ensuring coordination, complementarity and coherence among different GEF projects in the country. The MINEPDED is the executing agency.
47. The Steering Committee (SC) was responsible for oversight of project implementation and approved annual work plans and budgets as well as major changes to the project. The SC comprised 12-15 representatives from UNEP, MINEPDED, sector ministries and

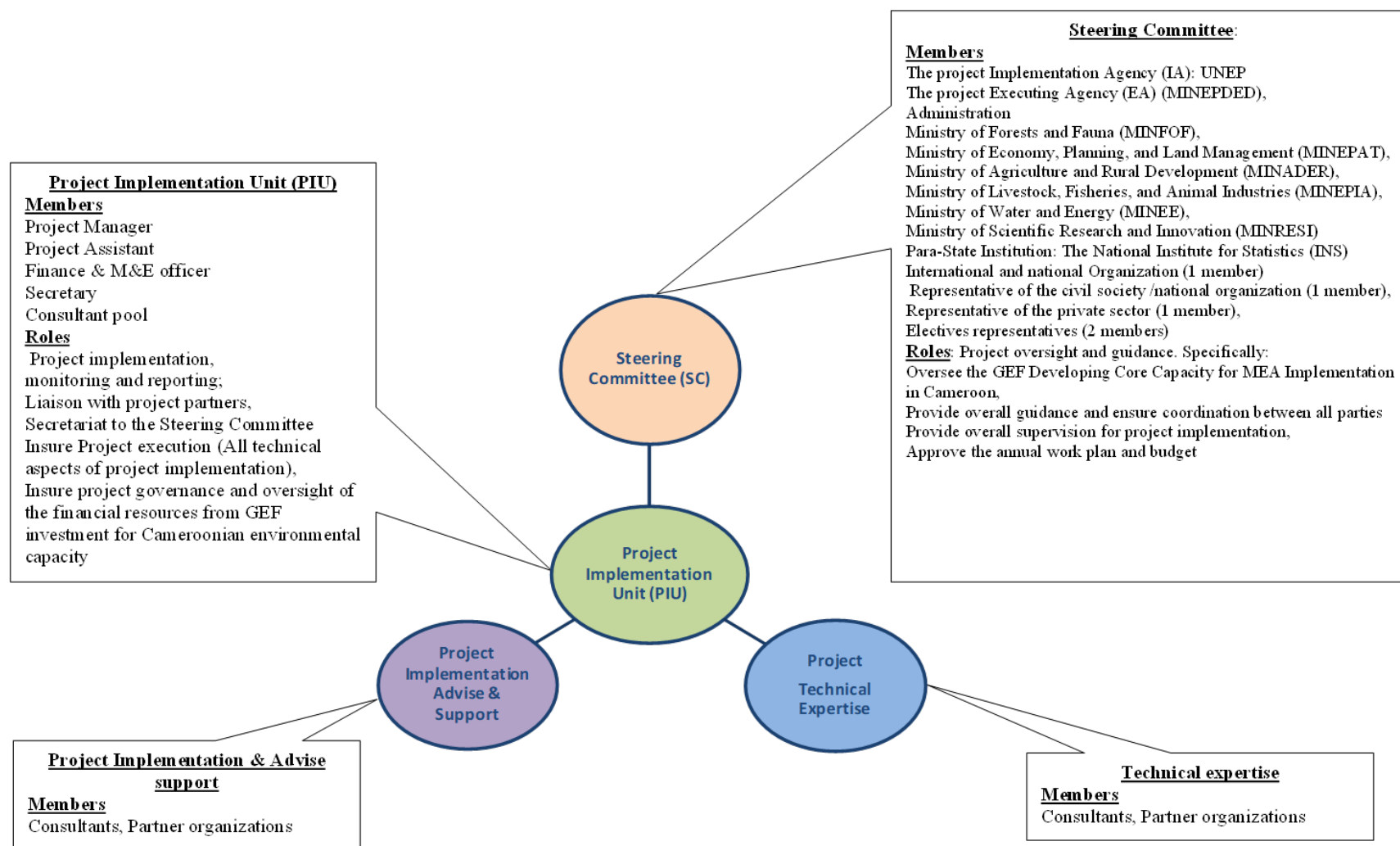
departments, the National Statistical Office (NIS), the private sector, and civil society. (See figure 1)

48. As mentioned under *Context* eight national NGOs were identified early in the project design and had specific responsibilities for activities in the Project Document and Annual Plans.
49. The PMU created a Technical Working Group (TWG) in 2015 which assisted in securing the quality of the project outputs. The members of the TWG were technical staff of key ministries and representatives from the private sector and the civil society with MINEPDED chairing. As the capacity at the beginning of the project of the involved national environment NGOs was in general very low, the TWG played an important role in assessing the work of the NGOs especially the technical reports. (See figure 1)

The MTR, which was expected to take place by mid-2016, took place one year later from July – September 2017. The overall rating of the MTR was 'Moderately Unsatisfactory'. The MTR gave several recommendations regarding the project design, IRIS, the project management, monitoring, sustainability, reporting and financial management

50.

Figure 1: Organigram of the project



3.5 Changes in design during implementation

51. There were no changes in the design during implementation even though the CB2 design was based on findings from the NCSA which was carried out eight years before the project began.
52. As mentioned above, the MTR gave a set of recommendations. Some of these were implemented but most including a ToC aligning outputs and outcomes with each and with the overall objective, were not. (See annex V)

3.6 Project financing

53. The total expected budget of the CB2 project was USD 2,402,046 of which USD 960,046 was the GEF contribution and USD 1,442,000 was co-financing. The total grant expenditure was USD 705,755.
54. The project counted on co-financing from seven national NGOs and a microcredit bank. The PMU found that it was very complicated to verify and report the co-financing. The table below shows which amounts were planned in co-financing and grants and the actual amounts. Five of the eight national NGOs which had committed co-financing have provided detailed information on the co-financing which the organisation has certified. In general, the national NGOs have contributed USD 90,000 less in total than planned. This is because except for one NGO that contributed more than announced, all the others contributed somewhat less. The executing agency MINEPDED has contributed most with the amount announced in kind and a bit more than announced in cash.

Table 5: Planned and actual grants and co-financing

Co-financing (Type/Source)	UNEP own Financing (US\$1,000)		Government (US\$1,000)		Other* (US\$1,000)		Total (US\$1,000)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
- Grants			200	213	15	14	215	227
- In-kind support	80	80	512	495	625	534	1.217	1.109
Totals	80	80	712	708	640	548	1.432	1.336

4 THEORY OF CHANGE

55. The TE has elaborated a “reconstructed” ToC as there was no ToC elaborated at project level. The ToC reflects the following points: post-project sustainability in terms of the ability and willingness of stakeholders to provide data to the environmental information system (IRIS) was not considered. Outcome 1.3, outcome 2.1 and the project objective included elements that referred to “ability” and “capacity”, which in effect are direct outputs of training and other capacity development activities rather than outcomes or impacts. The project objective also had a reference to follow-up on the NCSA, which is not a high-level result. Moreover, the project objective was dual and comprised both an intermediate state and a high-level outcome almost at the impact level. (see explanations in Table 6). The diagram is presented in figure 1. The MTR review recommended to revise the formulation of outputs and outcomes to make sure that an logic interlinkages between these would be clear and comprehensible. This was not carried and ToC was also not elaborated as recommended since it was not done at project design. There are a few changes in the ToC figure compared to the formulation of outputs and objectives in the project document (CEO Resubmitted Endorsement Request) i.e. the split of the objective into an intermediate state and an impact, a sharpening and collation of the existing assumptions, the addition of an assumption on financial sustainability, and the transformation of some assumptions into impact drivers. The outcomes and outputs of the results framework remain unchanged since the formulation of the project, as is the contents expressed in the objective.

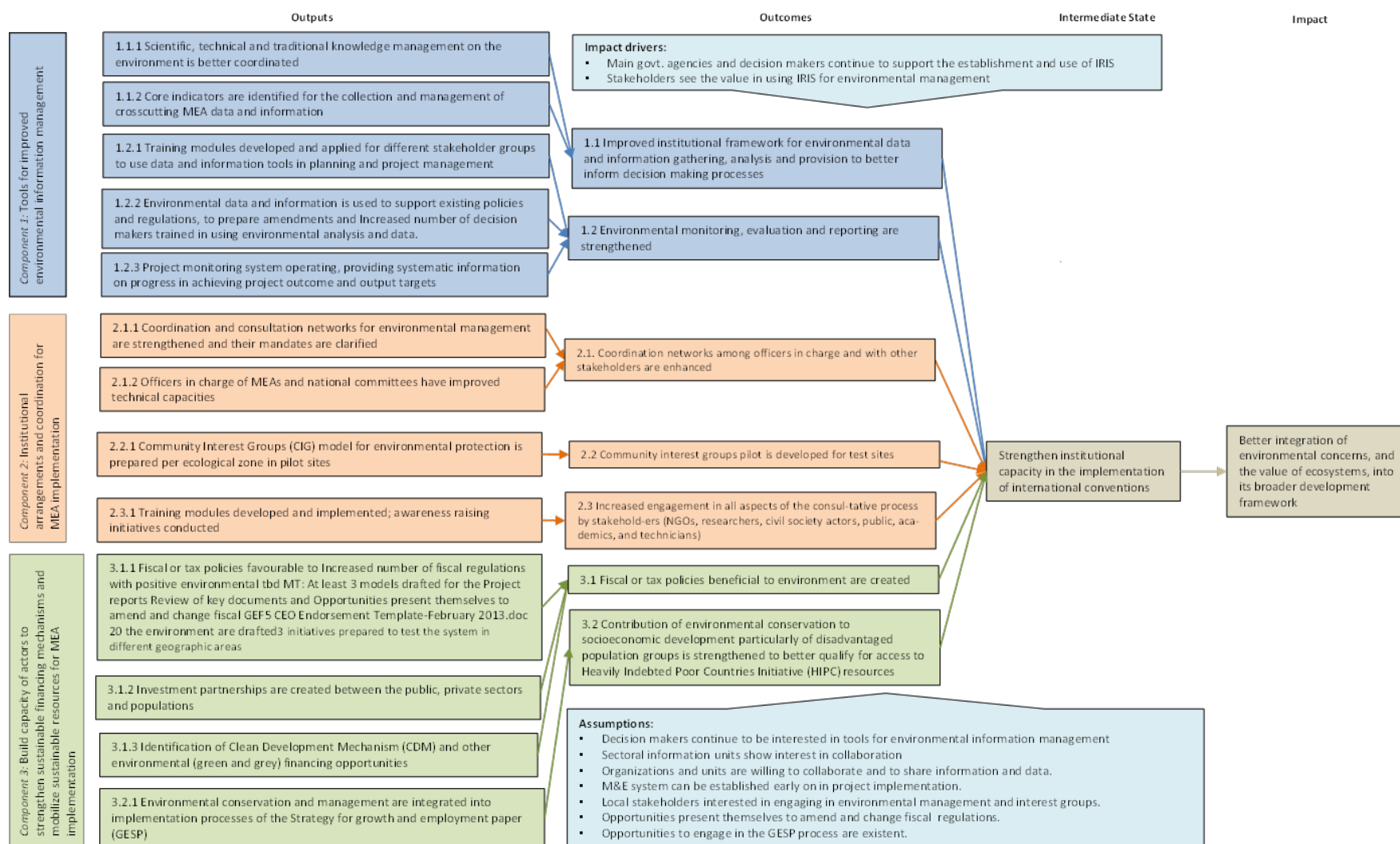
Table 6: Justification for reformulation of outputs and outcomes

Formulation in original project document	Formulation for ‘constructed’ ToC at Evaluation	Justification for Reformulation
PROJECT OUTCOMES		
1.1 Improved institutional framework for environmental data and information gathering, analysis and provision to better inform decision making processes.	No change	
1.2 Individual and institutional capacities for environmental monitoring, evaluation and reporting are strengthened.	1.2: Environmental monitoring, evaluation and reporting are strengthened.	Capacity is a direct output of trainings and other capacity development activities, not an outcome
2.1 Coordination networks among officers in charge and with other stakeholders are enhanced	No change	
2.2 Community Interest Groups (CIG) pilot is developed for test sites	No change	
2.3 Capacity of stakeholders (NGOs, researchers, civil society actors, public, academics, and technicians) is strengthened to engage in all aspects of the consultative process.	2.3 Increased engagement in all aspects of the consultative process by stakeholders (NGOs, researchers, civil society actors, public, academics, and technicians)	

3.1 Fiscal or tax policies beneficial to environment are created	No change	
3.2 Contribution of environmental conservation to socio-economic development particularly of disadvantaged population groups is strengthened to better qualify for access to Heavily Indebted Poor Countries Initiative (HIPC) resources	No change	

The evaluation consultant notes that several of the outcomes do not clearly express the uptake or adoption of outputs, as per the UNEP results definitions (2019). The performance at outcome level has been assessed, under the Effectiveness section, considering those indicators that do reflect this level of action by targeted beneficiaries.

Figure 2: Constructed Theory of Change at Evaluation



5 EVALUATION FINDINGS

5.1 Strategic Relevance

5.1.1 Alignment to UNEP MTS, POW and Strategic Priorities

56. The CB2 project, directly responded to UNEP's Medium-Term Strategy 2014-2017 and Programmes of Work for 2014-2015 and 2016-2017, output 731, "Global best practices are identified and/or developed to build capacity and catalyse access by governments, majors, and other stakeholders to information tools, and provide technology support to generate, validate, contribute to, access and communicate integrated environmental data and information.
57. The CB2 project also supported the Bali Strategic Plan for Technology Support and Capacity Building, by contributing to the establishment of a system for information management and reporting and providing the necessary equipment and capacity development.

Rating for Alignment to UNEP's MTS, POW and strategic priorities:	Highly Satisfactory
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5.1.2 Alignment to UNEP/GEF/Donor Strategic Priorities

58. This project was developed under the GEF's Strategic Approach to Enhance Capacity Building and priorities for targeted interventions under the GEF-5 Cross-Cutting Capacity Development (CCCD) Strategy. It responds to CCCD objective 2 calling for the improved generation of and access to information and knowledge, is primarily addressed through Component 1 and Component 2 and CCCD objective 4 which calls for the development of sustainable financial mechanisms to meet the shared objectives under the three Rio Conventions and will be addressed primarily through Component 3.
59. *The GEF funded Ngoyla-Mintom Forest Project* in Cameroon which objective is to improve the conservation and management in the project area and to improve access to income-generating activities for local communities and *the Tridom project* which is located within the world's second-largest rainforest, the Western Congo Basin Moist Forest in Central Africa were identified in the PPG phase and seen to be particular relevant to this project with regard to experience and data/information exchange and on the involvement of local populations and locally-based organizations in environmental management and conservation.

Rating for Alignment to Donor/Partner strategic priorities:	Highly Satisfactory
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5.1.3 Relevance to Global, Regional, Sub-regional and National Priorities

60. The design of the project was based on a national capacity needs assessment (NCSA) that was carried out from 2004 – 2007. The most important projects in Cameroon implemented after the NCSA are the readiness preparation proposal (RPP) for REDD+ and the establishment of the National Climate Change Observatory (ONACC). The CB2 project was designed in 2012 to address the challenges in implementing the three Rio conventions but later the four 'chemical' conventions that Cameroon has ratified (Stockholm, Basel, Amsterdam, Minamata) were added.

61. The CB2 project responds to and is aligned with several national strategies, plans and programs such as the National Environment Management Plan from 1996, the Forest and Environment Sector Programme (FESP), a national sector, multi-partner programme initiated in 2012, the National Biodiversity and Strategic Action Plan (NBSAP) and the National Desertification Control Action Plan (PAN / LCD).
62. The alignment to global, regional, sub-regional and national priorities was found to be satisfactory.

Rating for Relevance to regional, sub-regional and national issues and needs: Satisfactory

5.1.4 Complementarity with Existing Interventions/ Coherence

63. The CB2 was the first of its kind that had national coverage on capacity building on environmental issues as several interviewees have highlighted and in this sense it was complementary to previous and ongoing efforts. Projects were identified in PIF and PPG stages, although they had largely been finalised when this project started. During the implementation of the CB2 various departments in MINEPDED implemented projects with funding from UNEP and there were several projects with funding from the Environment Forest Sector Fund (FESP) which has funding from KfW among others. Stakeholders mentioned that efforts could be improved to secure relevant partnerships both from UNEP, MINEPDED and the PMU. It had strong political backing from MINEPDED and had the aim of lifting the awareness of environmental issues and the knowledge of the MEAs at the country level from communities to national NGOs over the private companies and government and research institutions.
64. The Rating for complementarity with existing interventions the rating was Satisfactory.

Rating for Complementarity with existing interventions: Satisfactory

Rating for Strategic Relevance: Highly Satisfactory

5.2 Quality of Project Design

65. The project was designed to strengthen capacity and knowledge on environment and the MEAs from top to bottom. This was reason why three pilot areas in different ecological zones in Cameroon were included in the project.
66. The CB2 project has an ambitious design with three components, seven outcomes and 13 outputs. Two of the outputs e.g., 2.1.1. and 2.1.2. are process oriented and difficult to measure. Two of the outputs are very similar and could have been merged e.g., 1.2.1 Training modules developed and applied for different stakeholder groups to use data and information tools in planning and project management and 2.3.1 Training modules developed and implemented; awareness raising initiatives conducted.
67. The relation between outcomes 2.2 and 3.2 and their respective components 2 and 3 it is not clear and it raises the question on how these outcomes will contribute to these components.
68. The Project Identification Form (PIF) was first submitted in 2012 and then in 2013. It mentions that 22 strategic areas of capacity development were identified in the NCSA and that five overarching gaps preventing implementation of the Rio Conventions were

highlighted e.g., (1) the weakness of institutions; (2) inadequate legislative framework; (3) low intervention capacity of actors; (4) lack of financing; and (5) the precariousness of living conditions of the populations. However, the NCSA does not specifically list 22 strategic areas of capacity development so the TE did not find that linkage. In the NCSA, it is unclear how the analysis leads to the identified three priority fields so the justification for selecting those three for the formulation of component 1 and 2 in the project is weak.

69. Component 2 aims at building models among in community interest groups in three selected pilot areas in the coastal zones, in the semi-arid far north and on the plains in the West *which can then be learned from and replicated throughout Cameroon*. To develop and consolidate such models let alone replicating them in other parts of the country is a long-term process and such a community-based approach does not necessarily enhance the institutional capacity of Cameroon to implement international environment conventions. Considering that the objective is to create institutional capacity and not nation-wide capacity, that the project only has three years of implementation and limited financial resources, component 2 especially *Outcome 2.2 Community Interest Groups (CIG) pilot is developed for test sites* seems too ambitious for the set-up of the project.
70. The objective of component 3 is to Build capacity of actors to strengthen sustainable financing mechanisms and mobilize sustainable resources for MEA implementation under which is found **outcome 3.2 Contribution of environmental conservation to socio-economic development particularly of disadvantaged population groups is strengthened to better qualify for access to Heavily Indebted Poor Countries Initiative (HIPC) resources**. This outcome was questioned in the PIF stage: *“Various stakeholder groups pointed out that the original PIF outcome 3.2 and its two related outputs were too ambitious for the project, as there is no direct link between HIPC funds, which are almost entirely macroeconomic tools, and local/grassroots level initiatives or environmental information management and that stimulating environment-friendly changes to Cameroon’s macroeconomic policies would be beyond the project’s influence.”* Instead of reformulating the outcome or leave it out, the solution was to maintain the originally intended policy-relevance and the link between environmental and economic policies by referring to the HIPC via providing input to greening the Growth and Employment Strategy Paper (GESP) process. In the opinion of the TE, outcome 3.2 could have been reformulated or left out to streamline the project design and the activity relating to GESP could have been integrated in component 1.
71. Furthermore, outputs related to enhancing systematic and comprehensive collection of data pertinent on the environment and climate change were not included in component 1: Tools for improved environmental information management. This component has many relevant outputs on management of data and information and defining environment indicators but not exactly on improving data collection. The observation in relation to design is here on relevance and prioritisation of project resources benefitting the development and consolidation of data management through better data collection.
72. In terms of the project preparation process, one key stakeholder interviewed commented that several partners had been engaged in the project in a very early stage which meant that the design was already locked in when his institution was invited to the project. His institution would have preferred priority on nation-wide collection of environmental data but was informed that there were not sufficient financial resources available. This confirms that there was a debate about the issue and it indicates that the project management decided to maintain the project as it was instead of going for an approach that would reinforce the national statistical system with data collected

nation-wide. The TE has not found evidence that environmental data collected by the project has entered that national statistical system in a systematic manner.

73. The set up with eight predefined national NGOs (based on the co-financing they provided) to carry out a considerable proportion of the project activities, on the one hand meant that a lot of effort to secure adequate quality of the outputs had to be invested and on the other there was no tender for the capacity building and studies which created less transparency and other organisations, and institutions did not have the possibility to compete for carrying out the tasks. To launch open tenders had been the recommendation of the 2nd SC meeting in February 2016 but this recommendation was not followed up upon. Although co-financing is a requirement in GEF projects, the updated guidelines from 2018 do not specify the exact role in the project of the partner that provides co-financing. https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.54.10.Rev_.01_Co-Financing_Policy.pdf

Rating for Project Design: Moderately Unsatisfactory

5.3 Nature of the External Context

74. Cameroon is a parliamentary democracy. Freedom House rates it 'not free'.⁸ The country's president is the second longest serving in Africa. There are armed conflicts in Northern Cameroon between the security forces and Boko Haram insurgent groups and in English-speaking Southwest Cameroon and it is estimated that about 900.000 people have been internally displaced due to hostilities between the separatist group and the security forces.⁹ The Boko Haram insurgency made work with community interest group in the pilot area in the north of the country impossible in most of the project implementation period. Cameroon is rich in natural resources including tropical rainforest, mineral and oil. The country has good conditions for agriculture. It has been called Africa in miniature because it mirrors the biodiversity of the African continent as it has a long coastline, mountains, savanna, desert, and tropical rainforests. Floods are a recurring natural hazard in Cameroon. Sea level rise poses great risks and increases the vulnerability of Cameroonians living along the coast. The northern regions of the country are at highest risk for drought mortality rates.¹⁰

Rating for Nature of the external context: Moderately Favourable

5.4 Effectiveness

5.4.1 Availability of Outputs

75. Out of the 13 end targets seven of the outputs were achieved, five were not achieved and one was partly achieved.

	Output	Achievement of end target		
		Fully	Partly	Not
1.1.1	Scientific, technical, and traditional knowledge management on the environment is better coordinated			X
1.1.2	Core indicators are identified for collection and management of cross cutting MEA data and information			X

⁸ <https://freedomhouse.org/country/cameroon>

⁹ <https://theconversation.com/the-environment-is-the-silent-casualty-in-the-cameroon-anglophone-crisis-186336>

¹⁰ <https://climateknowledgeportal.worldbank.org/country/cameroon/vulnerability>

1.2.1	Training modules developed and applied for different stakeholder groups to use data and information tools in planning and project management	X		
1.2.2	Environmental data and information used to support existing policies and regulations to prepare amendments and updating of these	X		
1.2.3	Project monitoring system operating, providing systematic information on progress in achieving project outcome and output targets			X
2.1.1	Coordination and consultation network for environmental management is strengthened and their mandates are clarified			X
2.1.2	Officers in charge and national committees have improved technical capacities	X		
2.2.1	Community Interest Groups (CIG) model for environmental protection is prepared per ecological zone in pilot sites	X		
2.3.1	Training modules developed and implemented; awareness raising initiatives conducted	X		
3.1.1	Fiscal or tax policies favourable to the environment are drafted		X	
3.1.2	Investment partnerships are created between the public, private sectors and populations			X
3.1.3	Identification of Clean Development Mechanism (CDM) and other environmental (green and grey) financing opportunities	X		
3.2.1	Environmental conservation and management are integrated into implementation processes of the strategy for growth and employment paper (GESP)	X		
		7	1	5

76. The table below details what the CB2 project delivered to meet the end targets defined for the project in the approved project document.

Table 7: End targets for each output and deliverables reported

Output	End targets	Deliverables
1.1.1a	At least three units have a cooperation agreement	50 institutions signed the national charter on environmental cooperation
1.1.1b	National environment information policy drafted	Not achieved
		GEF national website developed
1.1.2	Integration of national indicators with Convention and UNSD guidelines	Not achieved. 1111 indicators covering seven conventions were identified by CREPD for reporting on the environment. According to CIDE and NIS, they need further refinement and to be adapted to the UNSD guidelines
1.2.1	At least 5 government institutions, 6 decentralised authorities, 10 NGOs and 6 communities trained	Fifty institutions generating environmental information at regional and national level were trained on project design, implementation, monitoring and evaluation, environmental reporting (environmental data collection, storage and analysis), coordination and information sharing on the basis of needs analysis, institutional mapping analysis and tools/specific training modules selected

1.2.2	At least three decision makers from each sectoral ministry trained	Training of staff from five sectoral ministries i.e. MINEPDED, the NIS, the Ministry of Water and Energy, the Ministry of Forests and Wildlife and the Ministry of Agriculture at various levels took place in relation to the IRIS pilot phase
1.2.3	Lessons learned captured and disseminated (from monitoring)	Not achieved
2.1.1	Analysis and recommendation provided (on environment coordination and management)	Not achieved
2.1.2	At least 30 persons trained	National trainings/workshops for more than 30 institutions and 100 members of the National Environmental Platform
2.2.1	Capacity needs assessments completed with all CIGs	A participatory needs assessment was carried out
2.3.1	Trainings conducted for at least five different stakeholder groups, at least 80 individuals	Several training and capacity buildings were carried out for government institutions, local government representatives, national NGOs, private sector representatives and CIGs
3.1.1	At least three tax/ fiscal incentives promoted among the private sector	Legislation of tax and fiscal incentives drafted
3.1.2	At least four partnerships piloted, and exchange forum supported	Not achieved
3.1.3	Guidebook on environmental funding opportunities developed and disseminated	Guidebook on environmental funding opportunities was produced.
3.2.1	GESP management takes environment into consideration	The National Strategy for Development 2020 – 2030 (SND30) which GESP has a short section on nature and environment protection

5.4.1.1 Component 1: Tools for improved environmental information management

77. **Output 1.1.1 Scientific, technical, and traditional knowledge management on the environment is better coordinated.**

78. The national platform for environmental information exchange was officially created through the ministerial Decree/Decision N°00062 of 27 April 2016. This platform has participation of 50 bodies who signed a charter, comprising government institutions, civil society organisations, private companies, universities, research institutions and representatives of local government, indigenous people and communities. It continues to function although it only had one meeting from 2020 – 2022, mainly due to financial constraints. Its tasks are centred on collection, analysing, reporting and dissemination of information pertinent to the MEAs, to share best practices, launch studies and analysis on important environment issues, mobilising resources, prepare the national position before participation in international negotiations at conferences of the parties (COP). The platform is both virtual and physical. In the virtual form it consists of the Environmental Information System (SIE) which is placed in CIDE which also coordinates the platform. The physical part consists of the members of the platform which serves for the coordination of matters of environmental interest. Specific tools and training modules were developed to build the capacity of the member institutions. The capacities reinforced concerned areas of project planning, monitoring and evaluation, environmental reporting, and information sharing as well as coordination. The national platform meets twice a year under the coordination of the MEA focal point. In the period 2020 to 2022 it met only once. 86 stakeholders were trained in the functioning of the platform.

79. The Prime Minister of Cameroon has recently emitted new guidelines for national platforms which are on the state budget. These can only have 15 members. The national platform for environment coordination created through the CB2 project has about 50 members. As this platform does seem to be financed by the state budget, it has not been affected by the new guidelines.
80. The GEF national website was created as part of the CB2 project. The approved project document doesn't mention this as an output but it is reported in the final PIR under output 1.1.1.
81. One of the targets under this output was to elaborate a national policy on environmental information management (EIM). This didn't materialize. Related to this topic one of the CB2 studies recommended to elaborate a national charter on collection of environmental data which would be an essential tool for elaboration of the reports to the MEAs and for the State of Environment Reports (SOER)s. Cameroon elaborated its first SOER in 2018. It used some of the environmental indicators produced by CB2 and was also a result of the CB MEA aspects on reporting. These indicators were produced on the basis on a study in 2013 funded by Common Fund for the FESP, guidelines from OECD and the indicators identified by CREPD. On this basis 56 indicators were listed in the areas of biodiversity, climate change, energy, water and sanitation and pollution. Only indicators where is was known that data existed already were included. These indicators were used to collect data for the SOER 2018. As NIS had pointed out that the SOER didn't follow the international standards for elaboration of SOER which is the UNSD FDES (Framework for Development of Environment Statistics). Cameroon is now working to comply with the FDES. In 2022 there was an allocation from the State Budget to MINEPDED (CIDE) to do that, but the allocation was later withdrawn by the Ministry of Finance.

(End target: At least three units have a cooperation agreement - achieved)

(End target: National environment information policy drafted – not achieved)

Output 1.1.2 Core indicators are identified for collection and management of cross-cutting MEA data and information

82. 1111 indicators were identified of which 339 for the three Rio conventions and 772 for the environment conventions (Minamata, Stockholm, Basel and Amsterdam) in the report elaborated by CREPD as listed in table 10. The national indicators for the conventions on the chemical substance were identified after the recommendation from the Steering Committee at its meeting in February 2016. The TWG quality assured and cleared these indicators. The indicator framework is divided in fifteen thematic groups (e.g., agriculture, water, energy, industry etc.) and not sorted by conventions (**Midterm review**). In terms of meeting the target for this output, it's not clear what means integration of national indicators. However, the SOER was developed applying the DPSIR method and not the Framework for Development of Environment Statistics (FDES) developed by the UN Statistics Division (UNSD) so the TE considers that the national indicators are not adequately integrated with the UNSD guidelines in this case.

(End target: Integration of national indicators with Convention and UNSD guidelines – not achieved)

83. **Output 1.2.1 Training modules developed and applied for different stakeholder groups to use data and information tools in planning and project management.** 1.

In the CB2 final report the training is summarised and it is stated that fifty institutions generating environmental information at regional and national level were trained on project design, implementation, monitoring and evaluation, environmental reporting including environmental data collection, storage and analysis, coordination and information sharing on the basis of needs analysis, institutional mapping analysis and tools. The main capacity building sessions are listed in the table below.

Table 8: Modules on capacity building for component 1

Comp.	Capacity building	Dates	Facilitator	Target groups	Participants
1	Indicator validation workshop	Jan 2017	INS	?TWG CIDE, NIS, MINEPDED	
1	Setting up an Environmental Information Management (EIM) policy (environmental planning) and in managing the database	Feb 2017	? CIDE	CIDE, NIS, private sector, civil society	
1	Elaboration of two small grant projects GEF mechanisms on pesticides and potato cultivation and on water & sanitation	2015	MC2 Bamena	CIGs	
1	Project development and monitoring	19 – 21 Aug 2015	Paul Noupa & Steven Bineli	SC, TWG, eight national NGOs, key government institutions. No info on gender distribution	44
1	Reporting on MEAs (4 modules)	October 2015	Paul Noupa & Steve Bineli		
1	Functional model of the national coordination platform and on the National Reporting System in relation to the Indicator Reporting Information System (IRIS)	2016	CIDE	MINEPDED, Conventions Focal Points, NIS, CIDE,	86
1	Reinforcement of technical capacities to implement and operationalize IRIS	7 – 9 Maj 2019	CIDE	TWG, MEA focal points from the focus ministries, NIS	
1	Capacity building workshop on the basis of a critical review of the diagnosis report of the CIDE	Jan/Feb 2017	MINEPDED	MINEPDED, Conventions Focal Points, NIS, CIDE,	

(End target: At least 5 government institutions, 6 decentralised authorities, 10 NGOs and 6 communities trained – achieved)

Output 1.2.2 Environmental data and information is used to support existing policies and regulations to prepare amendments and updating of these.

84. One of the key and important activities of the project was the development of the Indicator Reporting Information System (IRIS). This activity was not part of the approved project document and therefore it was also not part of the results framework. The background was that already in the beginning of 2015, Cameroon had expressed

interest in being selected for piloting the predecessor of IRIS. In mid-2016 a delegation from UNEP visited Cameroon to present the UNEP Live platform and IRIS. At the time, it was a high priority in UNEP to roll out IRIS for it to become a universally applicable reporting tool. The focus was on the technical side of application without much capacity building.¹¹

85. The functioning of the data management system was one of the key justifications for the CB2 project and the CEO approved project document stated that *"The project's innovativeness lies in the combination of establishing systems for streamlining information management at national governance level, incorporating local level information and knowledge, and feeding these into an internationally recognized data management and sharing platform."*
86. In this context the implementation of IRIS fits well. IRIS is an online software e.g., an interface for statistical analysis developed by UNEP that supports environmental data management and facilitates reporting on national, regional, and global obligations, including reporting on MEA obligations and development of SOERs. IRIS is based on data from an institution's routine monitoring. It will automatically calculate values for indicators. The calculated indicator value and supporting information should be presented to a subject matter expert for assessment which will provide the assessment narrative that will be part of the IRIS report.
87. The preparation of the implementation was organised in two phases. In the beginning there were several technical problems so there was not much progress up until 2017¹². In June 2017, the Director of CIDE sent an IRIS preparation plan to the UN Environment Task Manager that lists the obstacles related to the implementation of the system but only in September 2018 did a UNEP expert team visit and the technical problems and the installation of the server at MINEPDED (CIDE) was accomplished within a week. So, the CIDE had about one year to test the system before the project closed.
88. In a short span of time, CIDE managed to test the platform and produce a report¹³ entirely based on IRIS. This report was finalised in December 2019. The report used already available data from the four sectors mentioned above e.g., agriculture, environment, energy and forests. Based on the 1111 indicators identified by the national NGO CREPD, the project's Technical Working Group (TWG) selected a set that were most relevant and where it was possible to get data and information which came down to 46 key indicators.¹⁴
89. Phase II ended by the end of the CB2 project.¹⁵ At project end IRIS was installed on a server at CIDE which is connected to servers in the four pilot institutions e.g., the NIS, the Ministry of Water and Energy, the Ministry of Forests and Wildlife and the Ministry of Agriculture. System administrators in CIDE, MINEPDED and the four institutions had received capacity building system administrators in the handling of the IRIS system. A

¹¹ Based on experience during those years presented in an Analytical review report on experiences and lessons learned related to IRIS implementation in Bosnia and Herzegovina (BiH) and Cameroon, Julia Klever, August 2017, the approach now is that IRIS is one among more tools, the implementation must be demand driven and it is not necessarily applicable in all countries i.e., Small Island Development States (SIDS) with limited human and technical capacity.

¹² Deployment of IRIS has been moving slowly since it has been introduced to the project team by UNEP in mid-2016. Apparently, the main reason for that is the missing IT infrastructure. However, the transfer of IRIS to a Government is not a linear transfer of technology, even if a suitable infrastructure was in place, it would still require political buy-in, attribution of roles, and buy in from data providers. (Midterm review FINDING)

¹³ Support the CIDE in the implementation of IRIS – Report de la phase pilot – report period 31 dec 1999 – 31 dec 2017.

¹⁴ Liste des indicateurs pour le report IRIS

¹⁵ Development of IRIS was also supported by the Capacity Building Programme on Environment Statistics financed by the African Development Bank (AfDB) to apply the Framework for Development of Environment Statistics (CDSE) developed by UN Statistical Division.

manual covering all four themes (agriculture, energy, forests, and environment) had been produced.

90. MINEPDED submitted through UNEP a PIF for a follow-up project to be financed with USD 1 million from the GEF 7 programming cycle which should among other things secure the full deployment. However, the proposal was not approved as GEF didn't see the PIF for CB3 as a priority for GEF 7.

(End target: At least three decision makers from each sectoral ministry trained - achieved)

91. **Output 1.2.3 Project monitoring system operating, providing systematic information on progress in achieving project outcome and output targets.** A results-base monitoring framework was established in 2015 for the CB2 project. Plans were made for monitoring i.e., monitoring of changes in perceptions but there are no specific field monitoring reports available for 2015 – 2017 period.
92. Most activities took place at the central level in the capital Yaounde or in workshops at adjacent locations. These activities were documented in event reports and in yearly and half-yearly progress reports. A space was created in Google Drive where all reports were uploaded.
93. Early in the project implementation the TWG was set up to assess the quality of the different outputs of CB2 in terms of technical reports. The TWG functioned as a peer reviewing mechanism and had a very important role in enhancing the capacity of the national NGOs to elaborate better technical reports of higher quality. Reports were sent back to the author with comments and sometimes the TWG held mini workshops with the NGOs that had elaborated the reports to discuss the content and how to improve the presentation. These workshops functioned as a kind of capacity building. The peer reviewing has now become obligatory in all MINEPDED projects.
94. The monitoring of activities and results combined with technical assistance i.e., to mount tree nursery in the three pilot areas took place frequently e.g., 4 -5 times per year during the first three years of the project but no reports were elaborated. In the second part of the project e.g., after the extension only two monitoring & evaluation visits took place, both of them in July 2018 when project activities were completed. These reports are well written and have many relevant observations and discussion points. One of the two reports have a section on the methodology applied. It is clear from the reports and stakeholder interviews that a second phase of CB2 was expected to consolidate the results and to put in place the recommendations that had been made in the studies that were carried out from 2015 to 2017.
95. Coordination networks among officers in charge and with other stakeholders were enhanced through the set up early in the project of a TWG of experts from different areas and the National Platform. Although lot of activities have been carried out, the lessons learned have unfortunately not been captured in a report format.

(End target: Lessons learned captured and disseminated - not achieved)

5.4.1.2 Component 2: Institutional arrangements and coordination for MEA implementation

96. **Output 2.1.1: Coordination and consultation network for environmental management is strengthened and their mandates are clarified.** A national NGO elaborated a report¹⁶

¹⁶ Soutenir la coordination des réseaux existants pour la gestion de l'environnement, Oct 2015, Save Mankind, Dr Paul Noupa

on coordination between the different environment networks. It looked particularly at the National Institute for Statistics (NIS), the Environmental Information System (SIE) and the National Committee for GEF. It was elaborated in 2015. There was also a report¹⁷ from 2016 on the process of creation of the national platform charter. There is no report available to the TE that sums up the lessons learnt with the functioning of the platform and the charter.

(End target: Analysis and recommendation provided – not achieved)

Output 2.1.2 Officers in charge and national committees have improved technical capacities This output is omitted from the PIR reports, but there is some information in the CB2 final report. Decision makers from CIDE and other institutions were trained on a methodological approach to coordinate the institutional framework for environmental data and information gathering and to put in place a national environmental reporting system; - Capacities built on functional model, environmental reporting, coordination in accordance with UN division of statistics for more than 30 institutions and 100 stakeholders trained, members of the platform (CB2 final report)

(End target: At least 30 persons trained – achieved)

97. **Output 2.2.1 Community Interest Groups (CIG) model for environmental protection is prepared per ecological zone in pilot sites.** There is no measurable output for the activities carried out with CIGs. It remains unclear to the TE, what is meant by CIG models for environmental protection. The CB2 project identified and worked with 12 CBOs in the three agro-ecological zones e.g., Sudano-Sahelian agro-ecological dry zone, Western Highlands agro-ecological zone, mono-modal rainforest agro-ecological zone were selected according to set criteria at the beginning of the project implementation. It was only possible to visit Kaélé in the Sudano-Sahelian zone in the beginning of project implementation since the area got too affected by Boko Haram insurgencies later in the implementation phase. It is reported that assessments were carried out to identify different needs of these CBOs i.e., on various environment problems. However, there is no document available for these assessments.
98. The NGO Cameco elaborated the report '*Entreprendre une évaluation participative des besoins en capacités des OCBs*' in 2015 which was based on a participatory assessment of the capacity needs of community-based organisations. It consisted of interviews and two workshops with a total of 90 people of which 23 were women. They were from the CIGs identified in the three pilot areas. The report is methodologically relatively weak. It concludes that the members of the organisations do not know about the MEAs and therefore they need capacity building on MEAs as well as key environmental issues.
99. The selected CIGs already existing and working in environment protection. At least three of the CIGs are reported to have received training on environmental management. There is little evidence of the effect of this training and how it was used in the wider context of mainstreaming of MEAs. One example which the CB2 gives of the linkages between the work of the CIGs and the training is derived during a monitoring visit. The CB2 project team visited a CIG in the coastal zone in Douala in 2018 and a monitoring report was elaborated. The CIG had planted 3200 mangrove trees received from MINEPDED and MINFOF. It was not clear to the TE whether the trees were financed by CB2 and MINFOF. The monitoring report of 2018 reports that the members of the CIG and the team arrived at the site where MINFOF had entrusted the CIG conservation of

¹⁷ Rapport du processus d'élaboration et de validation de la charte de fonctionnement de la plateforme nationale d'échange d'information environnementale (Sous-activités : 1.1.1.1.2 et 1.1.1.1.3), OPED, Février 2016

a degraded mangrove area of 2230 ha to the CIG. Reportedly this area was behind the construction site for the football stadium Japoma which was finished in 2021.¹⁸ The leader of the CIG explained to the monitoring team that the construction of the stadium was degrading the surrounding environment including the mangrove. The monitoring reports applauded the leader¹⁹ for this level of awareness and for the work that had been done to preserve the mangrove. So, this is an example of a good local result. However, the CB2 project management has during the evaluation informed that there is no mangrove close to the stadium. Therefore, the TE notes that that the information in the monitoring report is the information in the monitoring report is questioned including what the CIG achieved.

100. Technical support was also given by a national NGO to CBOs to enable them access small grants financial mechanisms in relation with MEAs. 50 beneficiaries of which 30% were women participated in this training. Two project proposals were elaborated for small projects on garbage collection and pesticides in one commune and on rehabilitation of forest patches and soil conservation. So far, funds have not been mobilised.

(End target: Capacity needs assessments completed with all CIGs - Achieved)

101. Output 2.3.1 Training modules developed and implemented; awareness raising initiatives conducted.

102. A needs and capacity assessment of stakeholders involved in the management and dissemination of environmental information and tailored training for this target group was carried out using the SWOT²⁰ method. A lot of training and capacity building on various topics related to the MEAs including data management and development of project proposals took place primarily in the first period of the CB2 project from 2015 – 2017 and much less in the extension period. The target groups for the training and capacity building were government institutions, local government representatives, national NGOs, private sector representatives and CIGs. From 2015 – 2017 many studies and analysis²¹ were launched to provide the scientific, technical, and sociocultural basis for developing tools, legislation and strategies for enhanced environmental information management. These reports provided a lot of information and recommendations. However, the management of all these activities was not ideal, since many reports were not finished when their results were needed and finally by the end of 2017 when many outputs were finalised, most of the funds had been used so there were limited possibility for the project to follow up on recommendations.

103. A validation workshop of the study on the identification and selection of indicators on MEAs was held on the 27th of January 2017. This activity constituted the main result

¹⁸ Arrivés sur le site de la mangrove du Canton Bakoko, derrière le stade de Japoma en construction pour la CAN TOTAL CAMEROUN 2019. (RAPPORT DE MISSION DE SUIVI DES TRAVAUX DES PARTENAIRES DU PROJET CB2 DANS LA REGION DU LITTORAL, Minepded, Juillet 2018)

¹⁹ Monsieur BEAT MARCEL DIMITRI, à son tour prend la parole. Il nous explique que le niveau de dégradation de l'écosystème du site, (qui est un domaine public) par les activités anthropogéniques et ceux de la Société YENIGUN (constructeur du stade de Japoma). L'Association a suscité un groupement du Canton chargé de la gestion de la parcelle de cette mangrove. Elle leur a été attribuée par le MINFOF comme une forêt communautaire avec une superficie totale de 2230 hectares. Il faut noter ici que Monsieur BEAT MARCEL DIMITRI qui nous a beaucoup marqué et impressionné. Il a vraiment mis en pratique la formation reçu de l'ONG Cam- Eco (Cameroon Ecology) à qui il faut vivement tirer un coup de chapeau et de l'encourager pour l'énorme travail qu'il abat avec son équipe dans le cadre de la gestion durable des écosystèmes de mangroves.

²⁰ Strengths, weaknesses, opportunities and threats

²¹ Rapport de consultation de l'expert chargé d'appuyer le CIDE dans la mise en place d'une politique de gestion de l'Information Environnementale (GIE) et les capacités de coordination et de gestion de la base des données de la plateforme nationale d'échange d'informations environnementales

of the capacity building conducted by the NIS. NIS role in the project was primarily to provide training to the national NGOs on data collection and management.

Table 9: Training and capacity building Component 2

Comp.	Capacity building	Dates	Facilitator	Target groups	Participants
2	Capacity building on Institutional management, engagement strategy, needs assessment	Nov 2015	Cameroon Ecologie	For CBOs	
2	Participatory capacity needs assessment of CBOs	Aug - Oct 2015	Cameroon Ecologie	CBOs	
2	Capacity building of CBOs on MEAs, data collection & indicators, project concepts in the high lands in Mbouda, Douala, Kaele	21 - 28 – October 2018, 3 x 2 days	Cameroon Ecologie	Large cooperatives, local government, local NGOs/ CBO	Mbouda 21 / Douala 21 (50% women), Kaélé 16

Table 10: Studies and analytical reports carried out in the CB2 project

Comp	Studies and analytical report	Dates	Consultant
1	Mapping of different existing sources of environment information	Sept 2015	By Consultant Dr AKEM Ango Joseph Lawrence
1	Report on Identification of the 1111 environmental indicators	2015	CREPD
1	Support to coordination of existing networks on environmental management	2015	Save Mankind, Paul Noupa & Steve Bineli
1	Analytical report on development of a policy on environmental data management and on the coordination and management capacity of CIDE to manage the database of the national platform on exchange on environment information	2016	By Consultant Dr AVANA TIENTCHEU et Dr Hervé TCHEKOTE from the University of Dschang
1	Report on the process of elaboration and validation the charter on the functioning of the environment information exchange platform	Feb 2016	OPED
1	Evaluation of activities with CIGs and national NGOs in the Western Region - Mbouda	2 -11 July 2018	MINEPDED
1	Evaluation of activities with CIGs and national NGOs in the coastal zone in Douala	July 2018	MINEPDED
1	Information and sensitization campaign of stakeholders on the environmental information exchange platform and the validation of GEF Cameroon Website took	Jan 2017	MINEPDED
3	Analysis of the conditions of optimization of environmental funds for reporting and MEAs in Cameroon	Aug 2016	Evariste FONGNZOSSIE, Jackie Crawford
3	Identify beneficiaries and their needs for development of projects in the framework of financing mechanism.	Aug 2016	MC2 Bamena
3	Environmental taxes in Cameroon	Sept 2017	Prime Africa
3	Mobilizing existing financing mechanisms for the implementation of Multilateral Environmental Agreements (MEAs) in Cameroon: CDM, REDD & Other PES (green/grey) Mechanisms	May 2017	CWCS
3	An investigation into environmental taxes for Cameroon – Final report	Dec 2017	Evariste FONGNZOSSIE, Jackie Crawford
3	Report on advocacy in favour of approving a Law on Environmental Taxation	June 2016	Haman Tchiouto, member of Parliament

3	Report on advocacy in favour of approving a Law on Environmental Taxation	2016	Global International
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(End target: Trainings conducted for at least five different stakeholder groups, at least 80 individuals - achieved)

5.4.1.3 Component 3: Build capacity of actors to strengthen sustainable financing mechanisms and mobilize sustainable resources for MEA implementation

104. Project activities for Component 3 were only agreed upon during the project steering committee meeting in February 2016.

Table 11: Training and capacity building Component 3

Comp.	Capacity building	Dates	Facilitator	Target groups	Participants
3	Capacity building of CBOs in the western pilot area on financial mechanisms for the MEAs.	11 - 15 Oct 2016	Mc2 Bamena	CBOs	25
3	Round table conference to reflect on implementation of MEAs and to mobilised funds for MINEPDED actions	February 2018	MINEPDED	High level staff and minister MINEPDED, government institutions, private sector, donors, civil society	103
3	Taxation, budgetary, environment and economy - model and options for the environmental taxation in Cameroon.	19 - 2 April 2017, Douala	MINEPDED	10 institutions comprising of	25 (15% women)
3	Workshop sensitization of industrial operators in the littoral region on sanctions linked to environmental pollution	Dec 2017	MINEPDED	Private companies, media	15

105. **Output 3.1.1 Fiscal or tax policies favourable to the environment are drafted** The intention for Cameroon to have legislation on environmental taxation goes back to 2012 where a study was carried out and a pre-project (avant-projet) of such a law was submitted to the competent authorities²². A draft was submitted to the Parliament in 2015 e.g. before the CB2 project began to work on component 3. The CB2 project carried out the several key activities to update it and for it to be submitted to the Parliament. The updated proposal for an environmental taxation law was submitted to the Parliament by the President in 2019 and has not yet been approved. A study which sought to establish a baseline for environmental issues and funding mechanisms in Cameroon was elaborated in 2016 by a national consultant. Its main recommendation was to establish a pilot project with ecotax on plastic waste. According to the report of one of the parliamentarians²³ his group managed to meet with six ministers, the tax authorities in the Ministry of Finance and the Secretary General at the Prime Minister's Office, senior officials of the Prime Minister's Office but not with the Minister of Finance, the Minister of Agriculture which had previously shown serious reservation regarding the pre-project to the taxation law. This report recommends with high priority to meet with the ministers of these two areas. Lastly, a workshop was held in April 2017 led by an international consulting team. The participants in the workshop designed an

²² Rapport d'étape de plaidoyer Globe Cameroun pour la mise en place d'une loi sur la fiscalité environnementale au Cameroon

²³ Hon. Oyono Martin

action plan with milestones and responsibilities which would culminate in the submission of a proposal for an environmental tax law in 2019. The income accrued from such a legislation is estimated to be able to cover 15% of the budget of MINEPDED.²⁴The report of this study was elaborated and finalised in May 2017 by the international consultant. A planned awareness raising event about the law was not carried through.

106. The main result regarding this output²⁵ is the clarification of the reasons why a taxation law has not been approved.

- Lack of analysis of social and economic impact (readiness to pay, efficiency of tax in terms of visibility, operation costs and resources allocation, equity of the tax environment, etc.
- Lack of clear pollution monitoring reporting and verification system and indicators
- Administrative delays and other factors such as: willingness of the government to have good understanding before enacting, insufficient awareness among stakeholders on the importance of the ecological taxation, sensitive issue which could have repercussion at the social level, macroeconomic constraints of the country (oil, subsidy, stoppage), having led to a national tax break.
- Lack of clear institutional and legal framework guiding and promoting the effective involvement of the private sector in the promotion of a sustainable development.

The end target for this output doesn't seem to match the activities carried out or with outcome 3.1 (See below). The capacity building workshop with representatives of the private sector and five mayors from urban local authorities did discuss sanctions i.e., fines in relation to environmental law infractions.

(End target: At least three tax/ fiscal incentives promoted among the private sector - partly achieved)

107. **Output 3.1.2 Investment partnerships are created between the public, private sectors and populations.** A sensitization workshop for 20 private companies was held in Douala in 2016. A survey had been done beforehand with these companies to identify investments focused on the negative externalities of companies. One of the national NGOs had suggested that an evaluation activity should be added to the work plan, but no follow-up was done to monitor whether these companies have made any changes in the way they produce. (MTR report). This is an example of one of the many actions initiated in the beginning of the project which was not followed up.

108. A round table conference with the purpose of reflecting on and supporting the effective implementation of these MEAs in Cameroon and mobilising funds for the actions of MINEPDED was held with 103 participants including MINEPDED leaders and minister, the sectoral public administrations, the representatives of the diplomatic corps, the Technical and Financial Partners, the private sector and civil society. No public private partnerships were created through the CB2 project.

(End target: At least four partnerships piloted, and exchange forum supported – not achieved)

109. **Output 3.1.3 Identification of Clean Development Mechanism (CDM) and other environmental (green and grey) financing opportunities** A Guidebook on environmental funding opportunities was produced and an awareness raising

²⁴ Environmental Taxes in Cameroon, 31 May 2017, Prime Africa

²⁵ PIR July 2016 – June 2017

campaign for CDM and other environmental (green and grey) financing schemes for different audiences such as decision makers, NGO, academia and local communities was completed in 2018. According to the PIR 2019 the guidebook has been used in various project capacity building activities. At the level of the CBOs a national NGO did a short survey on the environmental problems faced by the identified organisations in the pilot area in the Western plateau and a capacity building for them on the financing mechanism existing in Cameroon for addressing environmental problems. As mentioned in paragraph 79, there was also assistance to these CBOs in elaborating proposals for small grants.

(End target: Guidebook on environmental funding opportunities developed and disseminated - achieved)

110. Output 3.2.1 Environmental conservation and management are integrated into implementation processes of the strategy for growth and employment paper (GESp).

An analytical report on the integration of environment and climate change in the GESp has been elaborated and validated by the TWG. It presents a frank analysis of the focus on economic growth and job creation and the absence of environment and climate change concerns in the strategy. The importance of natural resources and biodiversity are not recognised as being important for economic growth and poverty alleviation. The report²⁶ lists the main recommendations from the different international conventions that Cameroon has ratified and the national strategies on environment and climate change which should be integrated in the GESp. The National Strategy for Development 2020 – 2030 (SND30) which is now the main document and has taken over from the GESp has a short section on nature and environment protection which includes identification of interventions that the GoC intends to undertake including on climate change and a section of how the GoC will address the achievement of the Sustainable Development Goals (SDG). Among several hundred key indicators there is one related to natural resources which is the proportion of the land area under protection. The consultant has not had access to information that could evidence to what extent the analytical work of the CB2 has influenced the SND30.

(End target: GESp management takes environment into consideration – achieved)

Rating for Availability of outputs: Satisfactory

5.4.2 Achievement of Project Outcomes

111. The evaluation consultant notes that several of the outcomes do not clearly express the uptake or adoption of outputs, as per the UNEP results definitions (2019). The performance at outcome level has been assessed, under the Effectiveness section, considering those indicators that do reflect this level of action by targeted beneficiaries.

112. There are two end target outcomes that have been achieved, five have partly been achieved and one have not been achieved.

²⁶ Élaboration d'un cadre institutionnel pour l'intégration de la gestion de l'environnement dans le Document de Stratégie pour la Croissance et l'Emploi (DSCE), 2017, Projet CB2, MINEPDED, GEF

Table 12: Overview of achievement of outcomes

No	Outcome	Outcome targets	Achievement
1.1	Improved institutional framework for environmental data and information gathering analysis and provision to better inform decision making processes	MT: Indicator framework developed	Achieved
		ET: Reporting and information flow coordinated among authorities	Partly achieved
		MT: Indicator framework established, and data collection tested	Partly achieved
		ET: Coordinated information management is functional	Partly achieved
1.2	Environmental monitoring, evaluation and reporting are strengthened	MT: Training programme development and initial trainings conducted	Achieved
		ET: All targeted stakeholders contribute to MEA reporting and M&E	Not achieved
SOER2.1	Coordination networks among officers in charge and with other stakeholders are enhanced	MT: Rules and responsibilities of coordination mechanisms are analysed and recommendations prepared	Achieved
		ET: Relevant official instruments are developed based on network coordination, consultation and information exchange on MEA implementation	Partly achieved
2.2	Community Interest Groups (CIG) pilot is developed for test sites	MT: At least 1 CIG in each of the three pilot areas identified and supported	Partly achieved
		ET: At least three CIGs trained, resulting in improved environmental management by CIG	Partly achieved
2.3	Increased engagement in all aspects of the consultative process by stakeholders (NGOs, researchers, civil society actors, public, academics, and technicians)	MT: 6 CSOs received training on cooperation and consultation	Achieved
		ET: 6 CSO are actively involved in consultative processes	Partly achieved
3.1	Fiscal or tax policies beneficial to environment are created	<i>MT: At least three amendments to fiscal regulations and policies drafted</i>	Achieved
		<i>ET: At least three amendments incorporated in fiscal regulations and policies</i>	Achieved
3.2	Contribution of environmental conservation to socio-economic development particularly of disadvantaged population groups is strengthened to better qualify for access to Heavily Indebted Poor Countries Initiative (HIPC) resources	MT: Opportunities studies and proposed to integrate environmental management in socio-economic policies	Achieved
		ET: At least one socio-economic policy takes environmental management into consideration	Achieved

113. **Outcome 1.1 Improved institutional framework for environmental data and information gathering analysis and provision to better inform decision making processes.** At the end of the project there were 339 indicators identified for the three Rio Conventions and 772 for the four conventions on chemical substances that were added later. As has been indicated above this high number is difficult to operationalise and when CIDE with the selected sector ministries did the test report on IRIS, they selected 46 key indicators based on already available information. In relation to environmental indicators, there seem to be some relevant processes in Cameroon which are not mentioned in the documentation about the CB2 project. One of these is the elaboration of Cameroon's first State of Environment Report (SOER)²⁷ which was initiated by in 2014 by ministerial decision of MINEPDED by forming a Working Group on Information about Environment Indicators (GTIE). The identification and collection of data was supported from 2013 by the Environment Forest Sector Programme (PSFE) basket fund.²⁸ The SOER is a comprehensive report of about 400 pages covering five overall thematic areas e.g., the physical environment, the biological environment, the frame for life (cadre de vie), the socioeconomic development and environment constraints and environmental risks and natural disasters. The SOER applies the so-called DPSIR²⁹ methodology that was released in 2019. This process has been going on exactly in the same five-year period as the CB2 project. Firstly, it seems unnecessary for the CB2 project to identify environment indicators in the framework of MEAs, when MINEPDED had already a working group with that task. Secondly, it's an indication of low capacity of MINEPDED that these two processes were not closely coordinated.

114. IRIS is presently stalled because of lack of funds. The test report produced by CIDE by the end of the pilot phase shows that IRIS is working but there is a high risk of the system becoming outdated because it's not serviced, and it's not updated with the last version available. There is very high level of ownership to the results achieved with IRIS and an equally high level of frustration in CIDE with the lack funding, especially with the fact the CB3 project proposal was not considered relevant for GEF 7.

(Midterm target: Indicator framework developed – Achieved)

(Midterm target: Reporting and information flow coordinated among authorities – partly achieved)

(End target: Indicator framework established, and data collection tested – partly achieved)

(End target: Coordinated information management is functional – partly achieved)

115. **Outcome 1.2: Environmental monitoring, evaluation and reporting are strengthened**

Training has been provided on a variety of topics including on environmental monitoring, evaluation and reporting for a diverse group of stakeholders.

The reporting on MEAs was based on already existing data and information and on already established data collection processes within the different sector ministries and institutions. The project did not prioritize the expansion of data collected in the field. Even though the national NGOs and CBOs received capacity building on monitoring and evaluation, data collection procedures were not installed in a way that could lead to systematically collected and verifiable data which is necessary for statistical analysis and reporting. Some project monitoring was carried in the beginning of the project but was not reported on and at the end of the project only two monitoring reports were produced.

(Mid-term target: Training programme development and initial trainings conducted - achieved)

(End target: All targeted stakeholders contribute to MEA reporting and M&E – not achieved)

²⁷ État de l'environnement au Cameroun 2018, Septembre 2019, MINEPDED, Gouvernement du Cameroun

²⁸ PSFE is to a large extent funded by KfW.

²⁹ Driver, Pressure, State, Impact, Response

116. **Outcome 2.1: Coordination networks among officers in charge and with other stakeholders are enhanced.** The cooperation between the Ministries of Agriculture, Water & Energy, Forests and Wildlife, Environment and the NIS has grown closer due to the project and is still in place. The CB2 final report does give information on relevant official instruments that were produced through network coordination, consultation and information exchange. There is also no evidence to suggest the official instrument were such as i.e. MEA reports were enhanced or discussed more among officers in charge than before the project.

(Mid-term target: Rules and responsibilities of coordination mechanisms are analysed and recommendations prepared - achieved)

(End target: Relevant official instruments are developed based on network coordination, consultation and information exchange on MEA implementation – partly achieved)

117. **Outcome 2.2: Community Interest Groups (CIG) pilot is developed for test sites.** CIGs have been trained in different environment topics and techniques to reduce environment problems. Because of the Boko Haram insurgency work was not possible to go on in the selected area in the Sudanese-Sahelian except in the beginning. This means that support to CIGs in that area was discontinued. Work was continuing in the remaining pilot areas. Despite recommendations from the MTR there are no baseline studies, surveys or other evidence to indicate if environmental management has improved. There is anecdotal evidence that the environment pressure from high-profile infrastructure construction in this case Cameroons biggest stadium is far beyond what a community-based organisation can face up to preserve the remaining mangrove. Therefore, although the training was supplied in two of the three areas there is no evidence that environmental management improved in these two areas.

(Mid-term: At least 1 CIG in each of the three pilot areas identified and supported – partly achieved)

(End target: At least three CIGs trained, resulting in improved environmental management by CIG – partly achieved)

Outcome 2.3: Increased engagement in all aspects of the consultative process by stakeholders (NGOs, researchers, civil society actors, public, academics, and technicians)

118. CSOs were training in several relevant topics. Despite recommendations from the MTR there is no baseline studies or survey to indicate to what extent there is increased engagement in consultative processes. The CB2 reports do not give any indication on the matter. Eight NGOs were selected as partners in the design stage and were assigned specific tasks in the implementation. In a project logic an actor cannot be implementor and and at the same time be part of the target group. Therefore, the CSOs targeted with this output cannot not be the same NGOs which have facilitated the engagement and consultative process. Although this outcome is not quantified by the CB2, the TE considers that its possible that more than six CSOs were actively involved but its also possible that it was fewer. Therefore the rating is considered partly achieved.

(Mid-term target: 6 CSOs received training on cooperation and consultation - achieved)

(End target: 6 CSO are actively involved in consultative processes – Partly achieved)

119. **Outcome 3.1: Fiscal or tax policies beneficial to environment are created.** Several important initiatives were completed by the CB2 project to further the approval of the proposal for an environmental taxation law which was drafted in 2012 before the CB2 project. The State Budget Law for 2020, 2021 and 2022 includes

taxation ranging from 5 to 10% on industries that extract natural resources like water, petroleum, minerals, and wood exploitation. The taxes are to compensate for the damages they cause to the environment.

(Mid-term target: At least three amendments to fiscal regulations and policies drafted – [achieved](#))

(End target: At least three amendments incorporated in fiscal regulations and policies – [achieved](#))

120. **Outcome 3.2: Contribution of environmental conservation to socio-economic development particularly of disadvantaged population groups is strengthened to better qualify for access to Heavily Indebted Poor Countries Initiative (HIPC) resources.** Environment and climate change is considered in the NDS30 2020 – 2030. The CB2 project did carry out a study on the opportunities to integrated environment to Cameroon’s Growth and Job Creation Strategy (GESP). There is no evidence to assess to what extent the presence of environment and climate change considerations in the NDS30 can be attributed to the activities of the CB2 project.

(Mid-term target: Opportunities studies and proposed to integrate environmental management in socio-economic policies - [achieved](#))

End target: At least one socio-economic policy takes environmental management into consideration - [achieved](#))

107: The rating for achievement of project outcomes is assessed to be moderately Unsatisfactory.

Rating for Achievement of project outcomes: Moderately Satisfactory

5.4.3 Achievement of Likelihood of Impact

121. The TE has not found any reference to **assumptions** identified for the CB2 project. Assumptions were identified in the reconstructed ToC. The seven assumptions identified in the ToC hold.

122. An underlying key assumption and justification for the project³⁰ was that local knowledge from the work with Community Interest Groups (CIG) would feed into internationally recognized data management and sharing platform e.g., IRIS. This assumption is not found valid, as the activities under component 2 concerning the communities were designed and implemented to build capacity among CIGs and national NGOs on environment and on mobilizing funds through elaboration of proposals for small scale projects. There were no activities to establish formalised processes for systematically collection of environmental data in the field. Therefore, the underlying assumption of the CIGs contribution to data and information does not hold.

123. The indicators for achieving the project’s objective were “A minimum of five organisations or institutions cooperating at the central level and in each region of the country” and “The NSD30 and the GESP make reference to environment goals and/ or adopt environmental information management tools elaborated by the project”. As mentioned above the National Platform for Environmental Coordination was created and 50 institutions signed the national charter. It still functions although lately with infrequent meetings. The NSD30 does have goals related to environment and climate

³⁰ Cameroon 5060 resubmitted request for CEO approval p5 and p11

change. Cooperation platforms were not created in the regions. So, to a large extent the project achieved its stated objectives as they were formulated in the approved project document.

124. In terms of the impact on the capacity to implement the MEAs, the interviewees in Cameroon largely see the CB2 project as a milestone in the creation of awareness about the environment and the MEAs. Most stakeholders expressed strong disappointment that the proposal for a continuation of the project was not approved. Several interviewees and reports express an underlying **assumption** that the project would have financial resources beyond the three years for which the project was originally planned. So, this underlying on financial sustainability does not hold.

125. As mentioned in the findings many processes were initiated in the first three years of the project, however the majority of these didn't reach a level of consolidation where they are likely to have an impact because the institutional and technical structures are not in place for the developed capacity to yield results. This is case i.e., with the data reporting tool IRIS which runs the risk of be irrelevant if it's not updated. It's also the case with the capacity of the NGOs and CBOs. Their role is very important in creating results on environmental protection and climate change adaptation on the ground but its more the task for international NGOs to secure the capacity for this work and for a GEF project aiming at institutional capacity at the central level. As for the environmental taxation a lot of important work has been done and its impressive that it has reached the level where the Parliament is discussing a concrete proposal for legislation. Even if this legislation is not approved, it has taken the area of environmental protection to a different level. This can be attributed to the CB2 project.

126. The TE did not find any reference to identified **drivers** that would facilitate the implementation of the project so drivers were identified in the constructed ToC.

127. **Intermediate state:** Strengthen institutional capacity in the implementation of international conventions

128. **Impact:** The desired impact of the project was: *Better integration of environmental concerns, and the value of ecosystems, into its broader development framework. There was a lot of awareness raising among different stakeholders on environment and the international agreements. Even though the tax raising scheme was not approved, there was a proposal prepared which in itself was a learning experience and created awareness among stakeholders. Furthermore, environment concerns were mentioned in the development strategy. Therefore, it is moderately likely that the project will achieve its intended impact.*

129. **Catalytic effect/ replication:** No catalytic effect or replication were identified.

130. **Unintended effects:** No unintended effects were identified.

Achievement of Project Outcomes Rating for Likelihood of Impact:	Moderately Likely
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131. Considering the above criteria, the overall rating for effectiveness is Moderately Satisfactory

Rating for Effectiveness:	Moderately Satisfactory
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5.5 Financial Management

5.5.1 Adherence to UNEP's Financial Policies and Procedures

132. Overall, the project adhered to UNEP's financial policies and procedures (see table 7). Three audits were carried out over the project period. The audit reports cover the GEF grant. The reports testify that the financial management was carried out within the laws and legislation on public financial management in Cameroon. The PMU in MINEPDED has explained that the reason why the audit reports were not yearly as planned was that it was quite costly to carry out the audits. The project was approved in May 2014, but the first disbursement only happened in August the same year. In general, delays in disbursement have constituted a serious challenge for the PMU with the cash flows. The problem was mainly solved through a lot of dialog and flexibility.

133. In the closure process an overexpenditure of USD 27,484 was identified which was partly due to a cash transfer that was considerably above the available budget. This overexpenditure was absorbed by MINEPDED and the final execution of the GEF grant amount ended on USD 915,046 as stipulated.

Table 13. Financial Tables

(Financial management components:		Rating	Evidence/ Comments
1. Adherence to UNEP's/GEF's policies and procedures:		S	
Any evidence that indicates shortcomings in the project's adherence ³¹ to UNEP or donor policies, procedures, or rules			Audit reports indicate compliance to national government PFM systems albeit with a few minor remarks which is in line with UNEP procedures. The first disbursement from UNEP was delayed due for seven months to transition to Umoja. The 2020 disbursement was significantly delayed due to COVID-19. Financial reports were submitted regularly, but sometimes with delays. Spending was within the budget except for USD 27,500 which was reimbursed by the end of the project. This overspending happened because UNEP had disbursed a too high amount.
2. Completeness of project financial information:		S	
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	The co-financing budget indicates co-financing only by budget line. There are co-financing letters from all the national NGOs and MINEPDED. The amounts correspond to the budget.
B.	Revisions to the budget	Yes	Revisions made in 2017 provided
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes	PCAs, MoU and contracts provided.
D.	Proof of fund transfers	Yes	Proof of fund transfers from UNEP to MINEPDED were provided.

³¹ If the evaluation raises concerns over adherence with policies or standard procedures, a recommendation may be given to cover the topic in an upcoming audit, or similar financial oversight exercise.

(Financial management components:		Rating	Evidence/ Comments
E.	Proof of co-financing (cash and in-kind)	Yes	End of project co-financing reports was provided from five of eight national partners and from MINEPDED.
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	A summary by budget line has been provided quarterly, half-yearly and yearly reports. Reporting from
G.	Copies of any completed audits and management responses (<i>where applicable</i>)	Yes	All three Audit reports provided.
H.	Any other financial information that was required for this project (list):	N/A	
3. Communication between finance and project management staff		S	
Project Manager and/or Task Manager's level of awareness of the project's financial status.		S	PMU closely followed spending. Regular dialogue between PMU and UNEP Nairobi.
Fund Management Officer's knowledge of project progress/status when disbursements are done.		S	Fund Management Officer had a detailed knowledge of the activities funded and also took part in monitoring visits.
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.		S	The Fund Management Officer found the assistance from UNEP Nairobi very helpful in solving day to day problems.
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.		S	Regular dialogue between PMU and UNEP Nairobi. The Task Manager communicated closely with the project managers and was very involved in designing and implementing activities.
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the evaluation process		S	whenever available. The PMU found that there were many changes in formats and templates but requested information and clarification was readily provided.
Overall rating		S	

Rating for Adherence to UNEP's policies and procedures: Satisfactory

5.5.1 Completeness of Financial Information

134. The financial information was found to be complete including proof of transfer documents (See table 14). Quarterly financial statements are available. The budget execution was not presented per component which was not a requirement at the time when the project began implementation. It should be noted that some project management costs such as such as the MTR and the TE were withheld with UNEP.

Rating for Completeness of project financial information: Moderately Satisfactory

5.5.2 Communication Between Finance and Project Management Staff

135. The Project Management Unit which included the finance officer held monthly coordination meetings. The Implementing Agency held frequent meetings with the PMU on the progress of activities vis a vis the utilization of funds to ensure smooth implementation of the project. The meetings included training on reporting

requirements. When the internal audit detected the over expenditure explained in paragraph 122 a meeting was called to explain and provide clarity which then ensured the additional funds were returned to UNEP.

136. The communication is reported from both UNEP and project management staff to be smooth and constructive. MINEPDED noted that there were many changes in reporting formats and templates during the implementation and that there were problems with cash flow as disbursements were delayed. The challenges were addressed by communicating with the financial staff at UNEP which was always available for assistance and clarification and to be flexible in the implementation. Adaptive management manifested in the no cost extension.

Rating for Communication between finance and project management staff: Satisfactory

137. The overall rating for financial management is satisfactory

Rating for Financial Management: Satisfactory

5.6 Efficiency

138. At the design stage costs were estimated at component level as can be seen in Table 8 above. Based on the very aggregated level of financial reporting e.g. the expenditure is not reported on output or component level, it is not possible to assess the efficiency of the project outputs and outcomes at the component level. MTR and TE are not part of the total expenditure listed in the table since the money for these activities are withheld and used by UNEP. As seen in Table 14 the budget was distributed per component. The costs were not reported per component by the implementing agency because it was not required. However, when UNEP transitioned to the new Umoja it was possible to trace and break down the expenditure per component as also seen in Table 14. This breakdown shows that expenditure was indeed very closely or exactly the same as planned. The difference up to the full project amount is USD 23,500 which was used for the TE.

Table 14: Budget distribution and actual expenditure per component

Component/sub-component/output	Estimated cost at design	Actual Cost/ expenditure	Expenditure ratio (actual/planned)
<i>All figures as USD</i>			
Component 1 / Outcome 1	404.046	390,906	97%
Component 2 / Outcome 2	270.000	270,000	100%
Component 3/ Outcome 3	200.000	200,000	100%
Project management	86.000	76,000	88%
Total	960.046	936.046,00³²	98%

139. There was one no cost project extension from May 2017 – May 2019, which allowed for the finalisation and follow up on recommendations of some activities which had been initiated in 2017 i.e., completing the pilot phase of testing IRIS and elaborating the test report mentioned output 1.1.1. Furthermore, the donor conference was held in

³² This amount doesn't include the amount for the MTR and the TE

2018 and monitoring with reporting of CBO activities took place. The justification from the UNEP side of extending the project for two years was that the project had been transferred from one division in UNEP to another and that the financial reporting system in UNEP had changed over the project period. The financial department wanted to make sure that there was sufficient time to close the project properly in terms of financial management. On the other hand, as can be seen in Figure 3 below most of the budget (83%) was executed before the two-year extension in May 2017, so that only 17% of the budget was available for execution in the last two years of the project. Of this amount i.e. USD 71,128, USD 18,200 was used for activities such as meetings, USD 11,100 for salaries and the rest for consultant contracts, travel cost, office material and fuel etc. Budget constraints therefore also meant that coordination activities such as platform meetings could not be held with the same frequency. Given that a no cost extension means that the implementing and executing agencies have to keep administering the project without an increase in the value of Project Support Costs budget, a two year extension to carry out such low cost activities is not very efficient.

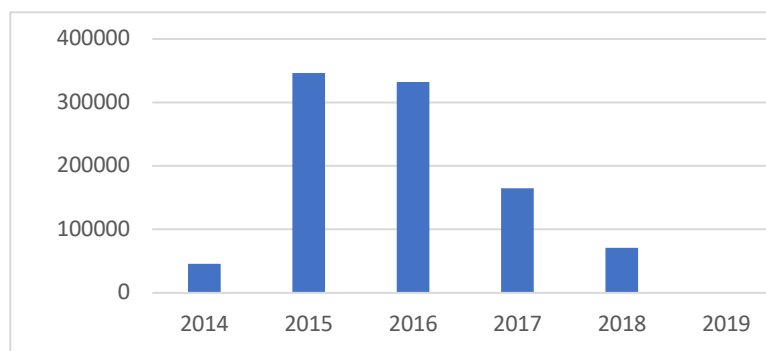
140. Shortly after the no cost extension in June/July 2017, the project manager and national GEF focal point were replaced and a new one installed. The TE cannot assess the motivations for taking this step and to what extent it was an advantage for the project³³ but there are some indications that 2017 was a year marked by disruption due to the change of PM. The SC had met on a yearly basis in December 2014 and February 2016 as foreseen in the CEO approved ProDoc. According to the UNEP Task Manager the SC meetings were meticulously prepared and of a very strategic nature so the low number of meetings were adequate to provide guidance for the project. However, two full years passed between the second SC meeting in February 2016 and the third and last in February 2018. The TE would assume that a SC meeting to introduce new the project manager and facilitate and guide his work would have been needed shortly after he was appointed. The MTR recommended to make much better use of the SC and the TE also finds that SC meetings should have been more frequent and been used more strategically to guide the project, assist in securing consolidation of achievements and the financial sustainability. Secondly, there are annual plans available for 2015, 2016 and 2018 but not for 2017. MINEPDED has explained that there was no annual planning done for 2017 and that the annual plan for 2016 was also valid in 2017. The last budget execution was in the first half of 2018 and therefore there was no activity planning for 2019 apart from closing the project.

141. Formal meeting minutes do exist of the three SC meetings. The minutes give the impression of ordinary steering committee meetings. It has recommendations from previous meetings which have not been followed up upon and that there was not a mechanism in place for the SC to be informed or to control if recommendations had been implemented. In fact, the second SC meeting recommended the put such mechanism in place³⁴ which was not done.

³³ On this topic a respondent commented that *"The two project managers that were involved in the beginning and in the end respectively were very different. They came in at the exact right time."*

³⁴ At the third and last SC meeting the SC recommended to *'Prévoir dans les points inscrits à l'ordre du jour du COPIL le niveau de mise en œuvre des recommandations'*

Figure 3: Distribution of expenditure in USD over the project period³⁵



142. It was emphasised by several stakeholders that there was a problem in the first years for the PMU to manage all the activities that had been initiated and it is also mentioned in some reports. The challenge was the timing of the finalisation of the activities because many of the activities were interlinked so that results and recommendations from one capacity building or study would feed into another activity. Frequently, the right timing was not there because the activities had not been finalised.

143. The TWG worked very well as mentioned in the section above by securing quality of products in a participatory manner. The PMU also functioned well in the day-to-day management and was very active and dynamic in pushing for increasing capacity as there was a serious challenge with the capacity of the selected national NGO partners.

144. Although the choice of national NGOs as partners with direct responsibility for implementation of activities probably did contribute to broaden the knowledge of the project and the buy in to its objectives by civil society organisations and communities, then from an efficiency point of view it took a lot of resources to bring the products of these NGOs to an acceptable quality and even with the best effort only some of the NGOs reached an adequate level.

145. In terms of carbon footprint there is no indication that this was a particular concern. The project was implemented in a conventional way with face-to-face meetings and capacity building. It should be noted that online meetings seem to be virtually impossible due to low quality of the internet. The SC meetings and workshops often took place in Mbalmayo, a town about one hour drive from the capital Yaounde. Probably many of these meetings could have taken place in Yaounde where most of the participants were located anyway.

146. Neither the Mid-Term Review (MTR) nor the TE have been able to detect initiatives to coordinate with other GEF projects in Cameroon.

Rating for Efficiency: Moderately Satisfactory

³⁵ The split between 2014 and 2015 in terms of expenditure needs to be clarified.

5.7 Monitoring and Reporting

5.7.1 Monitoring Design and Budgeting

147. The PMU elaborated an intervention strategy which included a workplan for the activities to be implemented by the national NGOs with clear indicators. Monitoring was planned and budgeted in the annual planning process.

Rating for Monitoring Design and Budgeting:	Satisfactory
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5.7.1 Monitoring of Project Reporting

148. Frequent field monitoring visits were carried out in the first 2-3 years of the project, however reports were not developed. Only at the end of the project two field monitoring visits took place which were reported on. The progress reports are elaborated in the PIR template. PIR ratings were not available. Observations and recommendations on better monitoring were given in the MTR but were not fully implemented. Only two risks are identified in the CEO Endorsement Request, and neither are referred to in the PIRs or in the progress reports. Interviewees were not able to explain which risks the CB2 project were facing and how they were addressed. The tables on risks in the PIR template are not filled in except in the PIR 2019 where risks of sustainability are listed. The TWG played an important role to monitor the quality of the technical reports and studies carried out. There is little evidence for monitoring been used for adaptive management.

149. The Tracking Tool for GEF-funded projects was not used because it was not considered mandatory at the time of project implementation.

150. The TE found that only some of the recommendations from the MTR were implemented. There was written management responses available for the TE as is standard practice for project management. Those on IRIS have been implemented, the role of the TWG was strengthened to improve the quality of project output, the recommendations on monitoring have only been partly implemented as no surveys were carried out but two field visits with accompanying reporting happened. The evaluation found no evidence to support that the remaining recommendations were implemented. Financing to consolidate project outputs and outcomes has still not been secured. Whether this can be interpreted as the result of weak ownership, as the MTR did, is questionable since MINEPDED has carried out several activities to secure funds. This will be detailed further, in the findings. The project manager emphasised the effort that had been put into securing country ownership by including the stakeholders more in the whole process i.e., the assessments of the TWG. This provides some indication that adaptive management was attempted based on project reporting, to some extent, although it seems unlikely that what has been evidenced was able to have a substantive effect on improving project execution, achievement of outcomes and ensuring sustainability. The Evaluation should confirm that funds allocated for monitoring were used to support The TE has not been able to confirm if the UNEP Task Manager intervened in relation to the implementation of the recommendations which he was responsible for overseeing.

Rating for Monitoring of Project Implementation:	Moderately Unsatisfactory
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5.7.2 Project Reporting

151. The PMU elaborated quarterly, yearly and half-yearly reports on progress although the rating by the UNEP task manager for the PIR for 2018 is missing in the version that was shared for the TE. The reports were timely and detailed but somewhat unstructured making it difficult to find the information and to understand the linkages between activities, outputs and outcomes. Reports were produced on time. The reporting was not based on systematic monitoring as reports from the project visits in the first phase had not been carried out. There were a couple of issues such as an overspending mentioned in paragraph 118 to sought out in the closure of the project but there was nothing that stood out in the financial management. Gender-disaggregation of data was only given sometimes.

152. Due to the progress reporting not being based on monitoring reports, as well as the progress reports inconsistency, the rating for project reporting is moderately unsatisfactory.

Rating for Project Reporting:	Moderately Unsatisfactory
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Rating for Monitoring and Reporting:	Moderately Satisfactory
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5.7.3 Socio-political Sustainability

153. In the first years of the CB2 project there was a great dynamic that created synergies among the different partners. The project took a participatory approach aiming at engaging stakeholders from high level political leaders over private companies to community-based organisations. As mentioned in the project design section this approach was risky because the project was too short to sustain the results achieved at so many different levels. The change of project manager midway assisted in closing the project in an orderly manner but was assessed by several stakeholders to have been very disruptive for the engagement of several of the NGOs partners. Even so, all interviewees agree that this project was unique and has brought important results in terms of awareness of environmental problems and the MEAs and it has placed the steppingstones for continuing the work on coordination and sharing information and data on environment, pushing for approval of legislation on environment legislation and gaining experience with IRIS.

154. A clear weakness lay in the fact that the CB2 project lacked a clear exit or sustainability strategy. At project end the reporting platform IRIS was stalled due to lack of financing. Only the pilot phase had been completed and the system was not fully operational. The regularity and frequency of coordination actions on environmental monitoring and reporting as well as activities with the CIGs were strongly affected by lack of funding. The legislation of environmental taxation had not been approved and some key ministries like the Ministry of Finance and the Ministry of Agriculture have reservations. The PIF that was elaborated to expand and consolidate project achievement i.e., the full roll out and operationalization of IRIS, did not match GEF 7 priorities.

155. However, in terms of political commitment, MINEPDED has secured funds from KfW through the FESP basket fund to update and operationalise the SIE. The NIS works with State Budget funds to collect data nation-wide on three of the six components of FDES methodology e.g., component 2: Environmental resources and their use, component 4: Extreme events and disaster and component 6: Environmental protection, management and engagement. MINEPDED/CIDE are included as stakeholders in these processes but is presently not contributing financially. It is the intention of NIS to expand the

coverage to the last three components of FDSE namely 1: Environmental conditions and quality, 3: Residual and 6: Human settlements and environmental health when financial resources from the State Budget become available. MINEPDED/CIDE is preparing to do the next SOER applying the FDES methodology and when SIE is operational, it will be possible to link with the national system for statistics at NIS. When this happens, IRIS will be able to be based on an interlinked environmental monitoring system. As such, it is moderately likely that there is Socio-Political Sustainability.

Rating for Socio-political Sustainability:	Moderately Likely
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5.7.4 Financial Sustainability

156. Financial resources had not been mobilised for consolidation of project achievements. However, as mentioned in paragraph 136 other processes are in place which might assist in consolidating the achievements with IRIS such as procuring funds internally and MINEPDED also elaborated a proposal for CB3, although it was not seen by GEF to be within its priorities. Taking this into consideration financial sustainability is Moderately Unlikely.

Rating for Financial Sustainability:	Moderately Unlikely
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5.7.5 Institutional Sustainability

157. CIDE is very committed to continue the work with IRIS and staff confirms that the full application of IRIS has added value for the MEA reporting. Staff are engaged in the coordination with MINEPDED and NIS on the ongoing process of developing step by step an interlinked system for systematic nation-wide environmental data collection, monitoring and reporting where IRIS can be used as reporting tool. This would indicate that CB2's institutionally sustainability is moderately likely.

Rating for Institutional Sustainability:	Moderately Likely
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The overall rating for sustainability is moderately Unlikely.

Rating for Sustainability:	Moderately Unlikely
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5.8 Factors Affecting Performance and Cross-Cutting Issues

5.8.1 Preparation and Readiness

158. The project received CEO endorsement on the 12 May 2014. The first disbursement was completed in the 4 August and an inception meeting together with the first SC meeting were held on the 4-5 December 2014. So, it took rather long to start up but once the funds were available and the work plan approved by the SC things went fast with many activities completed and initiated the first six months of 2015 such as a results-based monitoring framework and an assessment of 50 institutions using the SWOT analysis. There is no report available though, on this assessment.

159. The NCSA was carried out in 2006 and finalised in 2008. The CB2 project began in 2014 e.g., so eight years had passed since the NCSA began. After eight years it would be likely that something had changed that needed to be updated. There was no update, only one comment was made on the appropriate formulation of design quality in paragraph 56 output 3.2, however there was no change to the project.

Rating for Preparation and Readiness:

Moderately Satisfactory

5.8.2 Quality of Project Management and Supervision

160. The PMU held monthly coordination meetings in 2015 and 2016 and less frequently in 2017 where the meeting schedule was dominated by meetings of the TWG as well as consultation and validation meetings regarding the different outputs of the project. The half-year and yearly reports give detailed accounts of progress. These reports fed into the final PIR. There were only three SC meetings. Outputs produced by CB2 were supervised by the TWG to secure high quality. In many cases the capacity of national NGOs to carry out analysis and elaborate reports was enhanced although not in all cases. In the first three years there was a very high level of activity with many processes going on simultaneously and it was not always possible for the PMU to secure smooth management of these processes which meant that some activities were delayed because they depended on finalisation of other outputs. In general, the diversity of the project activities and the fact that most of the funds were used during the first three years, meant that several knots were not tight by the end of the project regarding recommendations from the various reports, consolidation of the work with the community interest groups and the full deployment of IRIS. Because there was no reporting on monitoring during the first two to three years, the risk management was weak, there was no management response to the MTR recommendations. In fact the only activities reported in the first half of 2018 were a couple of PMU coordination meetings, a TWG meeting to prepare the annual WP for 2018 and the last SC meeting. A donor round table was held in 2018 to mobilise funds.

161. The PIR reports address the risks identified commenting on changes and how they were addressed. In relation to adaptive management, the change of project manager can be interpreted as a way of adapting since monitoring with reporting was carried out after the change and not before. The establishment of the TWG early in the implementation period also was adapted to the need for better quality control with the outputs produced by CB2. Furthermore, the integration of IRIS into the project was also an adaptation based on the wish of Cameroon to increase capacity on data collection and UNEP wanted to expand the use of this tool. Unfortunately, this major adaptation was not captured in the results framework. In summary, the project management showed quite high capacity for adaptation.

162. Both implementing and executing agencies took long time to take action on solving the initial problems with IRIS.

163. The project document only identifies two risks concerning financial sustainability and that the project's recommendations will not be integrated in relevant policy documents. The risk of armed conflicts and instability is not mentioned even though a conflict in the English-speaking part of Cameroon broke out in 2017 but had been brewing for decades and the far North where a pilot site was selected was strongly affected by insurgencies from Boko Haram. The PIR 2016 has a detailed assessment by the PM with comments from the UNEP Task Manager of internal and external risks which are all considered low or medium. In the PIR 2017 the assessment is not updated and in the PIR 2018 it is updated but not rated and the UNEP Task Manager has not commented.

164. The rating for the project management and supervision by the implementing agency was assessed to be **Moderately Satisfactory**.

165. The rating for the project management and execution by the executing agency is assessed to be **Moderately Unsatisfactory**.

Rating for Quality of Project Management and Supervision: Moderately Unsatisfactory

5.8.3 Stakeholders Participation and Cooperation

In the SC meetings and more strategic events there was participation from the Minister of MINEPDED or high-level officials representing him. The SC meetings and key events such as the launching meeting and the national platform meetings were well attended by a variety of relevant stakeholders. Through the activities in the three pilot areas, CBOs and local government were also involved. There was close cooperation between MINEPDED, and the four institutions selected for the test report of IRIS e.g., NIS, MINFOF, the Ministry of Agriculture and the Ministry of Water and Energy.

Rating for Stakeholder Participation and Cooperation: Highly Satisfactory

5.8.4 Responsiveness to Human Rights and Gender Equality

166. There was awareness on gender equality and human rights in the CB2 project particularly at the level of the work with the CBOs where youth inclusion and human rights was discussed (**MTR**). In terms of numbers the general picture is that about one third of participants in CB2 events were women. The Technical Working Group was headed by a woman while there were no women in the Steering Committee (SC) apart from a project assistant and a secretary who were part of the PMU.

167. Based on the above, the rating for responsiveness to human rights and gender equality is moderately satisfactory.

Rating for Responsiveness to Human Rights and Gender Equity: Moderately Satisfactory

5.8.5 Environmental and social safeguards

168. Environmental and social risks were not assessed as the project was seen as overall beneficial. Given the nature of the project and that the requirements were not rigorous when the project designed the rating given is moderately satisfactory.

Rating for Environmental and Social Safeguards: Moderately Satisfactory

5.8.6 Country ownership and driven-ness

169. The country ownership and driven-ness was not uniform. The PMU and the CIDE that implemented IRIS were very driven and keen on producing results. At the ministerial level, it was decided that the initial project manager needed to be substituted. The transition took some time as the newly installed project manager differed from the previous in style and substance and how they approach project implementation and monitoring. This transition caused delays and some disruption. The PMU and ultimately MINEPDED failed to secure regular SC meetings, regular monitoring with

reporting, to address the implementation of the MTR recommendations and to secure some funds that could sustain the results. These factors are indicators of low priority given to the successful implementation of the project. The rating is therefore moderately satisfactory.

Rating for Country ownership and driven-ness: Moderately Satisfactory

5.8.7 Communication and public awareness

170. The media was invited to many workshops and conferences to secure public awareness. Through working directly with civil society organisations and the CIGs the project reached a wider audience. There was no specific communication strategy. The rating is moderately satisfactory.

Rating for Communication and Public Awareness: Moderately Satisfactory

The overall rating for factors affecting performance and cross-cutting issues is satisfactory.

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

5.9 Conclusions and Recommendations

5.9.1 Conclusions

171. The CB2 project's participatory approach in addressing the capacity needs at many different levels was both its **strength** and its **weakness**. It was a strength because being the first project that addressed environmental issues at a national level, it managed to create awareness about the MEAs, environmental data and reporting and approaches to solving environmental problems with many stakeholders from community-based organisations, NGOs, private companies, media, civil servants, leaders in government institutions and parliamentarians. The stakeholders interviewed for this TE confirmed that the project was important even though it didn't reach all its intended results. It was also a weakness because the effort was spread in many different activities and some were not followed through and a few did not directly contribute to institutional capacity for implementation of MEAs. (Paragraphs 24, 29, 115, 130).

172. The financial management was satisfactory. (Paragraph 133, 135, 137) Financial reporting and communicating with UNEP financial management was smooth and problems i.e., due to late disbursement that created cash flow problems and frequent changes in reporting formats, these issues were solved due to effort a flexibility from both sides. Even though there was a disruption in 2017 when the PM and GEF focal point were changed which meant that SC meetings were not held for two years, then the PMU largely functioned well and filled out its mandate in securing planning, implementation and reporting. One considerable problem was that the result framework was not revised as the MTR recommended so the focus of implementation was not aligned fully with outputs and indicators. Monitoring was planned and budget (paragraph 117 and 149) and it was carried out. Reporting was carried in two cases by the end of the project.

173. The project did not achieve all outputs and outcomes, but some important outcomes were achieved which could have an impact in longer term. (Paragraphs 77, 78, 114) These are the integration of environmental and climate change considerations and

intended actions in the SND30. The drafted legislation on environmental taxation which was submitted to the Parliament in 2018 has not been approved but part of the taxes are integrated in the State Budget Law for 2021 and 2022 on industries that extract natural resources like water, petroleum, minerals and wood exploitation etc are taxed to compensate for the damages they cause to the environment. This is an important achievement which contributes to raising funds for environmental protection.

174. Another **strength** of the project was the installation of the IRIS in CIDE with connection to servers in four government institutions and the elaboration of the test report with existing data on environment, agriculture, forests and wildlife as well as water and energy. This result was not part of the result framework though and is an unexpected positive effect.
175. There were several **weaknesses** of the project which could have relatively easily been eliminated. There was no ToC done in the design phase and therefore obvious missing activities and outputs as well as weak links between outputs and outcomes and indicators that do not reflect the content of the component were not detected. This weakness could have been eliminated through elaboration of a ToC. (paragraph 57). One example is the (paragraph 69, 93 output 1.2.3) where the monitoring was done but the reports and lessons learnt were not captured. It would have been easy to do the reports and carry out a 'lessons learnt' report to meet the end target of this output. Another similar case is the output 2.1.1, paragraph 98 where a good result was achieved with the official establishment of the national information sharing platform. Also, here the output end target was a 'lessons learnt' report which was not carried out. Several opportunities to learn from the implementation of the project such as SC meetings, preparing the PIR reports, making field visits and carrying out the MTR, were not taken advantage of as the lessons and recommendations from these mechanisms were either not recorded or not acted upon. Stronger project supervision and adaptive management could have addressed this.
176. There was a weak focus on expanding systems for nation-wide systematic collection of data and information (paragraph 117) about the environment and climate change. A lot of the capacity building was on environmental information and data sharing but there were not activities on formalising the collection of data into environmental statistics which can be used for MEA reporting. One key stakeholder noted that this issue had been raised in the design but that there were already commitments in the design that did not leave sufficient funds for focusing systems for data collection.
177. The activities with the CIGs were from an isolated point of view relevant and sympathetic but their connection with the overall goal of the project to build institutional capacity for implementation of the MEAs was **weak**. It was not clear what was their role in data collection and monitoring and the activities could probably have been carried out by national NGOs without necessarily needing the involvement of MINEPDED. (Paragraph 99 – 102, 119, 124)
178. Gender was clearly considered in the activities with the community interest groups where the project team actively sought to have a good balance of women and men in the groups. The number of men and women participating in the events of CB2 was also frequently reported. Two of the NGO partners selected had a special focus on gender in relation to environment and peace respectively. So, gender was definitely considered even if it was generally mainstreamed into the project. The project was considered to be beneficial for human rights in the long term as it addressed sustainability and implementation of environment agreements. As such human rights was not particularly considered.

179. The table below provides a summary of the ratings and finding discussed in Chapter 1. Overall, the project demonstrates a rating of **'Moderately Satisfactory'**. This rating is automatically generated in the evaluation matrix (See annex 5) based on all the individual ratings that are given by the evaluator on the basis of document review and key stakeholder interviews.

Table 15. Summary of project findings and ratings

Criterion	Summary assessment	Rating
Strategic Relevance		HS
1. Alignment to UNEP MTS, POW and Strategic Priorities	The project was fully aligned with the strategic priorities	HS
2. Alignment to UNEP Donor/GEF/Partner strategic priorities	The project was fully aligned with the strategic priorities of UNEP and GEF at the time of design.	HS
3. Relevance to global, regional, sub-regional and national environmental priorities	Strengthened institutional capacity on the implementation of MEAs was in line with both global regional and national priorities on environment	HS
4. Complementarity with existing interventions/ Coherence	In the design relevant projects implemented by UNEP or other donors projects were identified and it was ensured that the project was complementary.	S
Quality of Project Design	The fixation of implementing partners which provide co-financing in the project design, the prioritisation of community-based work and the rigidity of the GEF approval system meant the design was not fully coherent and some formulation of outcomes was not updated.	MU
Nature of External Context	The political support to the project was fully present. Apart from the insurgencies in the North there were no adverse conditions to the implementation of the project.	MF
Effectiveness		MS
1. Availability of outputs	Seven out of 13 end targets of the outputs were achieved while five were not achieved and 1 was partly achieved.	S
2. Achievement of project outcomes	There are two end target outcomes that have been achieved, five have partly been achieved and one have not been achieved	MS
3. Likelihood of impact	No financing to operationalise IRIS, Lot of CB was done but there is a high risk of being outdated. Results obtained on mainstreaming environment and drafting legislation which is likely to have some impact	ML
Financial Management		S
1. Adherence to UNEP's financial policies and procedures	There were no major issues raised in auditing nor by financial management of UNEP	S
2. Completeness of project financial information	Financial reporting was timely with only minor issues	MS
3. Communication between finance and project management staff	Communication was smooth and there was flexibility on the project to seek solutions	S

Criterion	Summary assessment	Rating
Efficiency	Financial management was satisfactory with frequent and timely meetings that solved problems underway. Internal audit questions were addressed efficiently. Financial execution was uneven of the five years. Much was initiated in the beginning and then there was not sufficient funding to consolidate.	MS
Monitoring and Reporting		MS
1. Monitoring design and budgeting	An intervention strategy with budget monitoring plan was designed	S
2. Monitoring of project implementation	Field monitoring was carried out but not reported. Some recommendations from SC and MTR were not responded to or implemented. Only two monitoring reports were elaborated in 2018.	MU
3. Project reporting	Reporting was timely and detailed but somewhat unstructured and repetitive over the years and not based on reported monitoring	MU
Sustainability		MU
1. Socio-political sustainability	Processes ongoing to enhance the environmental data management systems with State Budget and other funding. These might benefit CB2 results.	ML
2. Financial sustainability	Many stakeholders expected a second phase. PIF was elaborated to obtain GEF 7 funding. Exit strategy not elaborated	MU
3. Institutional sustainability	Institutional commitments and engagement in key institutions is high	ML
Factors Affecting Performance		MS
1. Preparation and readiness	Disbursement of funds took long time. The NCSA was old with a high risk of being outdated.	MS
2. Quality of project management and supervision		MU
2.1 UNEP/Implementing Agency:	UNEP assisted the PMU with progress and financial reporting. UNEP did not intervene when MTR recommendations were not implemented nor when SC meetings were infrequent	MS
2.1 Partners/Executing Agency:	PMU was engaged and organised many coordination meetings. Monitoring was not reported and not used for adaptive management. SC meetings were few and infrequent. MTR recommendations were not consistently followed up and implemented.	MU
3. Stakeholders' participation and cooperation	The project included a wide range of stakeholders and had an inclusive approach. Cooperation between key ministries was good.	HS
4. Responsiveness to human rights and gender equality	Human rights issues were not identified. There was a general awareness on gender equality. Participation of women in different fora was about 30%	MS
5. Environmental and social safeguards	The project contributed to mainstreaming environment government policies and strategies. Safeguards were not assessed systematically.	MS
6. Country ownership and drivenness	There was a high drive especially in the first phase and in CIDE. Lack of securing financing for continuation. PM was well done in many areas but SC meetings were few and infrequent, response to MTR recommendations not systematic	MS

Criterion	Summary assessment	Rating
7. Communication and public awareness	The projects approach to communication was conventional inviting media to participate in different events.	MS
Overall Project Performance Rating		MS

5.10 Lessons learned

Lesson Learned #1:	Strike balance between defining content of the project and identifying the right partners
Context/comment:	The early identification and commitment to certain partners in the project limited the possibility of adjusting the content and focus of the project in the design phase

Lesson Learned #2:	Decision should be made early in project implementation about exit strategy or continuation to manage expectations
Context/comment:	Changes with UNEP meant that the program under which the CB2 project had been supported ended and the project changed management in UNEP during implementation. Also, GEF priorities changed. Meanwhile, most stakeholders in Cameroon had a high expectation that a second phase would happen and a PIF was elaborated with assistance of the Task Manager. The project seems to have fallen between two chairs without UNEP assessing the options apart from GEF to secure financing for the consolidation of project results in particular regarding a UNEP project such as IRIS.

Lesson Learned #3:	Internet quality in Cameroon is frequently too bad to hold satisfactory online meetings
Context/comment:	As mentioned about 80% of the interviews were conducted on WhatsApp. As the sound quality is not so good, it's not possible to see the interviewees face and recording is not possible, it affects the output of the interview so frequently follow up questions had to be made to the interviewees which reduced the problem but in general it was not as satisfactory as proper online meetings let alone visits to the country in question.

Lesson Learned #4:	Involvement of community groups should be clearly integrated in the logic of the Theory of Change
Context/comment:	CB2 had an output related community interest groups. In general it is clearly relevant and necessary to involve communities in questions of sustainability, nature conservation and solving environmental problems and to create awareness about these topics. In the specific case the results of the work with the community interest groups was not captured and the integration with the overall activities to further the implementation of MEAs was weak

5.11 Recommendations

Recommendation #1:	Building on the achievements of CB2 especially with IRIS and with coordination and information sharing, UNEP should assist the GoC represented by MINEPDED/ CIDE and NIS to elaborate a PIF that is within the strategic scope of GEF 8 to consolidate the results of CB2 by operationalizing IRIS and complement the efforts of NIS and MINEPDED to expand the present data collection and monitoring system to be nation-wide applying the FDES method.
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Challenge/problem to be addressed by the recommendation:	A lot has been invested in IRIS and MINEPDED sees it as an added value, but it is not operational and needs updating. Furthermore, there is not a nation-wide environment data collection and management system. It is important that any future initiatives consider how to enhance public (e.g., academia, civil society, private sector) participation – including inclusion of women and marginalised groups
Priority Level:	Critical
Type of Recommendation	Project level/Government Stakeholders
Responsibility:	UNEP Science Division
Proposed implementation time-frame:	1 of July 2023 that is 7 months

Recommendation #2:	In future projects UNEP should assist stakeholders in securing coherence by making sure an effective ToC is elaborated clearly during the design process.
Challenge/problem to be addressed by the recommendation:	The CB2 project had several inconsistencies in its design and did not prioritize its resources efficiently in terms of time available and doing the most important to reach the objective i.e. focus on data collection. There was no ToC that could have highlighted these issues. A ToC guides PM in keeping focus and there achieve earlier and more solid results.
Priority Level:	Opportunity for Improvement.
Type of Recommendation	UNEP-Wide
Responsibility:	UNEP
Proposed implementation time-frame:	Immediately

Recommendation #3:	Projects with a focus on mainstreaming and institutional strengthening of governments, should be for at least five years, where possible, to create and consolidate results.
Challenge/problem to be addressed by the recommendation:	The CB2 project was designed for three years, and it was too short to consolidate the mainstreaming activities in the project. Even though it was extended for two years the funding has largely been used and even though some results were in fact reached during the last two years it would have been preferable if it had been designed for five years with a somewhat bigger budget from the beginning.
Priority Level:	Opportunity for Improvement
Type of Recommendation	UNEP Wide
Responsibility:	UNEP
Proposed implementation time-frame:	6-12 Months

Recommendation #4:	UNEP should carry out capacity development of GEF focal points and other relevant stakeholders on how to better design projects on capacity building and institutional strengthening, to include tangible outputs and effective indicators for measuring quantitative results
Challenge/problem to be addressed by the recommendation:	It's a common trait that projects which primary focus is to build capacity and institutional strengthening do not have activities that lead to results that can be

	quantified. This is a problem because it can be difficult or impossible to assess what tangible change the project led to.
Priority Level:	Important
Type of Recommendation	UNEP Wide
Responsibility:	PPD
Proposed implementation time-frame:	Within 6 - 12 months

ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS

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 #2	Evaluator(s) Response #2	UNEP Evaluation Office Response #2
30/table 65	What about the report of CREPD and the Indicators used by IRIS. This cannot be Zero. The rating is too hard.	The report by CREPD is mentioned in p74, p80 and tables 7 and 10 and it is a very valuable result and product. However, the assesses the achievement against the set project indicators. Unfortunately, these indicators didn't follow UNSD guidelines as several stakeholders have explained and it was recognised by CB2 that there were too many indicators which why a selection of 49 were used for the SOER. The process of aligning with the UNSD guidelines is undergoing. Important work was done but the output has not been achieved formally following the way the results framework was designed. This doesn't mean that the project's efforts are disregarded.	This assessment is according to the project indicators, perhaps text can be added to clarify this and mention the the report of CREPD and the Indicators used by IRIS	Please see project documents previously provided HYPR 2015 , HYPR 2016 , MTR , PIR 2017 , PIR 2019 As per evidence kindly my comments. All project-linked indicators have been captured and documented by the PMU in Cameroon.	The work on the aligning the indicators to UNSD guidelines has been mentioned in p84.	Text amended. Evaluator response accepted
30/table 65	The PMU implemented the monitoring/evaluation/reporting framework of the project. The PMU, SC, TWG, evaluation mission reports etc and reports are available. We used existing Monitoring and reporting tools. Not achieved is too hard rating.	The rating is based on the set indicator which is on lessons capture and disseminated. There is no evidence of lessons learnt and disseminated based on the monitoring. Two monitoring reports were done in 2018.	Evaluator response accepted	Please see mission reports in 2016 and 2018 .	In response to 2nd Round Stakeholder comment: to 2 nd round: the mission report is the basis of the section on IRIS and the mission is mentioned but this is not a PM monitoring report. In the 2018 mission report: the task manager comment is: <i>"Field report should be presented and analysed, it will become part of the final evaluation by UN Environment"</i> . The two monitoring reports which were made in 2018 are clearly referenced several times in the report. So I don't see anything new added.	Evaluator response accepted
31/table 7	The reports on training and sensitisation campaigns were based on lessons	The TE expects to be able to identify a document that evidences the capture or	Please provide evidence of	Please see MTR follow up strategy , HYPR 2015 , HYPR 2016 , MTR , PIR 2017 , PIR	The document referenced in the MTR follow up strategy opens to a	Evaluator response accepted

Page Ref	Stakeholder comment	Evaluator(s) Response	UNEP Evaluation Office Response	Stakeholder comment #2	Evaluator(s) Response #2	UNEP Evaluation Office Response #2
	learned -.CREPD, Director of Environmental Education and sensitisation did a lot of work, AJIEDD, etc	lessons and how they were disseminated. This was not found.	dissemination to evaluator to consider if available.	2019 , and project completion report .	document which is called Annex 6. Intervention. strategy and is the workplan (PTAB) for 2015. This document is before the MTR. The HYPR 2015 is the half yearly report where CREPD and AJIEDD are mentioned 6 and 5 times respectively but not in relation to any activity. There is not mentioning of lessons learned. The project completion report CB2 report has a whole section 2.2 on Lessons learnt and good practices which doesn't show how these were disseminated.	
53/p. 137	Once again, TE should be able to differentiate and appreciate the fact that some recommendations were faced with on-the-ground implementation realities either due to lack of or uneven capacities from and between stakeholders, co-ordination and harmonization challenges. The TE should put additional efforts to discuss these with the PMU and the Executing agency in order to get a much broader and clearer picture. This assessment seems very narrow and we are not sure about what kind of or lack of it thereof "evidence" the TE has been looking for.	The TE expects that the PMU presents a proposal for management response on the MTR to the SC which is then discussed, revised and approved. I have added a p153 on adaptive management: <i>"In relation to adaptive management, the change of project manager can be interpreted as a way of adapting since monitoring with reporting was carried out after the change and not before. The establishment of the TWG early in the implementation period also was also adapted to the need for better quality control with the outputs produced by CB2. Furthermore, the integration of IRIS into the project was also an adaptation based on the wish of Cameroon to increase capacity on data collection and UNEP wanted to expand the use of this tool. Unfortunately, this major adaptation was not captured in the results framework. In summary, the project management showed quite high capacity for adaptation."</i>	Is there evidence of adaptive management in project reporting? If recommendations were addressed via on-the-ground implementation then there should be evidence of this in the PIRs and other reporting mechanisms. Reporting via interviews can further support evidence of adaptive management.	See evidence in section 3.3 Risk Rating, where adaptative measures are explained throughout PIRs: PIR 2017 , PIR 2019 , PIR 2018	In p163 I have added: The PIR reports address the risks identified commenting on changes and how they were addressed.	Evaluator response accepted. Text amended

Page Ref	Stakeholder comment	Evaluator(s) Response	UNEP Evaluation Office Response	Stakeholder comment #2	Evaluator(s) Response #2	UNEP Evaluation Office Response #2
172/pag 62				At the ministerial level, it was decided that the initial project manager needed to be substituted. The transition took some time as the newly installed project manager differed from the previous in style and substance and how they approach project implementation and monitoring. This type of transition can indeed cause delays and some disruption but not at the level described by the reviewer.	Text inserted in p171: <i>At the ministerial level, it was decided that the initial project manager needed to be substituted. The transition took some time as the newly installed project manager differed from the previous in style and substance and how they approach project implementation and monitoring. This transition caused delays and some disruption.</i>	Text Amended. Response accepted.

ANNEX II. PEOPLE CONSULTED DURING THE EVALUATION

People consulted during the Evaluation

Organisation	Name	Position	Gender
UNEP, Science Division	Jochem Zoetelief	Senior Programme Officer, Head, Climate Services and Capacity Building Unit	M
UNEP, Science Division	Florence Kahiro	Head, Administrative Unit	F
UNEP, Science Division	Thierry OLIVEIRA	Economist and Task Manager	M
MINEPDED, GEF focal point	Dr. Haman Unusa	Government Project Manager, GEF Operational Focal Point	M
Ex-MINEPDED, Ministry of rural development?	Justin NANTCHOU	Project Manager and GEF Operational Focal Point	M
CIDE	Jean-François Moussa		M
CIDE	Rigobert Ntep	Director	M
CIDE	Alain Pascal Yankap		M
MINEPDEP	Theophile Tsapi	Head of financial management	M
MINEPDED	Valerys Jouoguep	IT officer	M
MINEPDED	Samuel Sah	Project Assistant	M
MINEPDAD	Alice Pagore	Community advisor	F
MINEPDED	Angèle Wadou	Deputy Head of Biodiversity division, chair of Technical Working Group	F
Independent consultant	Paul Noupa	Consultant for the project	M
NIS	Pierre Sokadjie	Chef de Service	M
Word Action Phyto Trade	Didier Yimkoua	Coordinator of WAPP	M
CREPD	Gilbert Koepou	Coordinator of CREPD	M
Joseph Ngoba	Save Mankind	Executive secretary	M

ANNEX III. KEY DOCUMENTS CONSULTED

Project planning and reporting documents

- Audit reports, 2017-2018, 2019, 2020
- Co-financing letters
- Co-financing letters
- Developing Core Capacity for MEA Implementation in Cameroon (CB2 Project) FINAL REPORT, January 2020, UNEP, MINEPDED, GEF
- Financial reports
- Half-yearly Progress Reports, 2015-2021
- Project amendments and budget revisions
- Project Identification Form (PIF) + annexes, March 2013
- Project Implementation Review (PIR) reports: 2015-2019
- Project Preparation Grant (PPG), 13 June 2013
- Request for CEO Approval + annexes (resubmitted), 4 March 2014
- Resubmitted CEO Endorsement Request, 24 April 2014
- SC meeting minutes from last meeting in February 2018
- Various MoUs, contracts, ToRs
- Various MoUs, contracts, ToRs
- Work plans and budgets

Project outputs – Overall

- Various training reports, presentations, briefs, agendas, invitations, participant lists, communication products, and documentation

Project outputs component 1: Tools for improved environmental information management

- Formation sur le Reporting Environnemental, Module 1 - 3, Dr Paul Noupa
- Consultation n°4 sur le Reporting Environnemental, Dr Noupa Paul, M Bineli Steve, October 2015
- Faire un état des lieux et une analyse approfondie des différentes sources d'informations environnementales existantes, September 2015, who ?
- Renforcement des Capacités pour la Mise en œuvre des Conventions Cadres des Nations Unies sur l'Environnement au Cameroun "Projet CB2", Septembre 2015
- IRIS deployment and deployment and training in Cameroon, Mission Report, Sept. 2018, UNEP
- Rapport atelier de renforcement des capacités des organisations communautaires de base de la zone de hautes terres de l'ouest Mbouda, 2015, MINEPDED
- Atelier de formation des partenaires du projet CB2 de montage e suivi des projets, Aout 2015, Dr Noubu Paul, CIDE

- Atelier de formation des OCBS sur la gestion de l'information environnementale, projet CB2 Document d'Orientation
- Soutenir la coordination des réseaux existants pour la gestion de l'environnement, SAVE MANKIND, Save Mankind, M. BINELI Steve, Dr. NOUPA Paul
- Phase pilote, Déploiement technique et renforcement des capacités techniques, Retraite du travail, Mbalmayo, May 2019, UNEP, GEF, MINEPDED
- Rapport du processus d'élaboration et de validation de la charte de fonctionnement de la plateforme nationale d'échange d'information environnementale (Sous – activités : 1.1.1.1.2 et 1.1.1.1.3), OPED Organisation pour l'Environnement et le Développement Durable, Février 2016
- Rapport de consultation de l'expert chargé d'appuyer le CIDE dans la mise en place d'une politique de gestion de l'Information Environnementale (GIE) et les capacités de coordination et de gestion de la base des données de la plateforme nationale d'échange d'informations environnementales (Activité 1.1.1.3)
- Rapport de la phase pilote , Support the CIDE on the implementation of the Indicator Reporting Information System (IRIS), Décembre 2019
- Rapport de l'atelier de sensibilisation des opérateurs industriels sur les impact positive/negative de leur activites, 2017

Project outputs component 2: Institutional arrangements and coordination for MEA implementation

- Élaboration d'un cadre institutionnel pour l'intégration de la gestion de l'environnement dans le Document de Stratégie pour la Croissance et l'Emploi (DSCE), Rapport provisoire, GEF
- Elaborer et mettre en œuvre des modules de formation pour les OCBs respectives sur la gestion organisationnelle, les stratégies d'engagement et de soutien technique, au besoin selon l'évaluation des besoins Rapport activité 2.2.1.4, Cameroun Ecologie, 2015
- Entreprendre une évaluation participative des besoins en capacités des OCBs, Cameroon Ecologie, Aut – Out 2015
- Entreprendre une évaluation participative des besoins en capacités des OCBS, activité 2.2.1.3, Cameroun Ecologie, Octobre 2015
- Rapport d'évaluation des activites des partenaires dans la region de l'Ouest, 2018, UNEP, GEF, MINEP
- Rapport des formations des OCBs dans de la zone de haute terre de l'Ouest Mbouda, Cameroun Ecologie, Octobre 2015

Project outputs component 3: Build capacity of actors to strengthen sustainable financing mechanisms and mobilize sustainable resources for MEA implementation

- Élaboration d'un cadre institutionnel pour l'intégration de la gestion de l'environnement dans le Document de Stratégie pour la Croissance et l'Emploi (DSCE)
- Identifier les beneficiaires et leurs besoins en developpement des projets dans le cadre des mecanismes de financement, MC2 Bamena, Octobre 2016

- Mobilizing existing financing mechanisms for the implementation of Multilateral Environmental Agreements (MEAs) in Cameroon: CDM, REDD & Other PES (green/grey) Mechanisms - A guide on available Funding Sources, Cameroon Wildlife Conservation Society, May 2017
- Rapport du sur l'élaboration e l'adoption par le Parlement d'une loi sur la fiscalité environnementale ao Cameroun, Haman Tschimoto, membre de l'Assemblée nationale, Président du Groupe de Travail, Juin 2016
- Rapport atelier de formation des organisations communautaires de base sur les mecanismes de financement des accords multilateraux sur l'environnement (AME), 11 – 15 Octobre 2016, MC2 Bamena
- Analysis of the conditions of optimization of environmental funds for reporting and MEAs in Cameroon Interim Report, August 2016, Evariste FONGNZOSSIE, National Consultant
- Rapport d'étape de plaidoyer du Globe Cameroun pour la mise en place d'une loi sur la fiscalité environnementale au Cameroun, Oyono Martin, Chefe de la Délégation, Juin 2016
- Environmental Taxes in Cameroon, draft project report, May 2017, Prime Africa Consultants

Previous evaluations

- Mid-term Review, July 2017

Reference documents

- Analytical review report on experiences and lessons learned related to IRIS implementation in Bosnia and Herzegovina (BiH) and Cameroon, Julia Klever, August 2017
- Cameroon State of Environment Report of 2018, September 2019
- État de l'environnement au Cameroun 2018, September 2019, MINEPDED, Gouvernement du Cameroun
- Examen National Volontaire ODD, Cameroun, Juin 2019
- Framework for the Development of Environment Statistics (FDES) UNSD, 2013
- Growth and Employment Strategy Paper 2010 – 2020
- Loi de finances 2022 Cameroon
- National Development Strategy 2020 – 2030
- UNEP Mid Term Strategy 2018-2021
- UNEP Terminal Evaluation guidelines and templates

ANNEX IV. EVALUATION FRAMEWORK

No.	Evaluation questions	Indicators/criteria	Data sources
Strategic relevance			
1.	1. Was the project responding to UNEP and GEF strategies and priorities?	<ul style="list-style-type: none"> Alignment with UNEP MTS and PoW, Bali Strategic Plan for Technology Support and Capacity Building (BSP) and South-South Cooperation (S-SC) Alignment with GEF-5 Cross-Cutting Capacity Development Strategy 	<ul style="list-style-type: none"> 09a Quality of project design assessment template Request for CEO Approval and PIF UNEP Medium Term Strategy GEF-5 Cross-Cutting Capacity Development Strategy MTR
2.	2. Was the project responding to the needs and key capacity constraints of the country?	<ul style="list-style-type: none"> Alignment with NCSA Alignment with national policies and strategies for Cameroon 	<ul style="list-style-type: none"> Request for CEO Approval and PIF PIRs and progress reports Interviews with PMU staff Interviews with TWG and SC members Interviews with UNEP staff Interviews with project partners
3.	3. Were the project and other interventions complementary?	<ul style="list-style-type: none"> Coordination and cooperation with other initiatives of relevance to environmental monitoring, reporting and transparency Building on the projects identified in the PIF Synergies achieved from cooperation with other initiatives 	<ul style="list-style-type: none"> Request for CEO Approval and PIF PIRs and progress reports Interviews with PMU staff Interviews with TWG and SC members Interviews with UNEP staff Interviews with project partners
Quality of project design			
4.	4. Was the project design appropriate, realistic and coherent?	<ul style="list-style-type: none"> Consistency of results framework (and ToC) Feasibility of achieving objective and outcomes Comprehensiveness of outputs and outcomes vis-à-vis achieving objective 	<ul style="list-style-type: none"> 09a Quality of project design assessment template Inception report analysis results framework (and ToC) Interviews with PMU staff Interviews with SC members
Nature of external context			
5.	5. Was the context generally conducive for pursuing and achieving the project objective and outcomes?	<ul style="list-style-type: none"> Influence of natural disasters (hurricanes, earthquakes, volcanic eruptions) on project implementation Influence of conflict and political upheaval on project implementation High-level ownership and support in the country 	<ul style="list-style-type: none"> PIRs and progress reports Interviews with PMU staff Interviews with TWG and SC members Interviews with project beneficiaries Interviews with project partners
Effectiveness			
<i>Availability of outputs</i>			

No.	Evaluation questions	Indicators/criteria	Data sources
6.	6. Were the intended project outputs delivered?	<ul style="list-style-type: none"> Level of achievement of the targets for the output indicators in the project's results framework Beneficiaries and stakeholders express appreciation of the outputs and activities and their usefulness 	<ul style="list-style-type: none"> PIRs and progress reports Work plans MTR National plans, strategies and budgets Technical and workshop reports Studies, letters, State of Environment Reports Interviews with PMU staff Interviews with TWG and SC members Interviews with UNEP staff Interviews with project partners
<i>Achievement of outcomes</i>			
7.	7. Were the intended project outcomes achieved?	<ul style="list-style-type: none"> Level of achievement of the targets for the outcome indicators in the project's results framework Evidence of: <ul style="list-style-type: none"> Coordinated MEA reporting system in place for Rio Conventions IRIS established and being used for MEA reporting with inputs from key institutions Public, private sector and civil society contribution to, and use of, IRIS 	<ul style="list-style-type: none"> PIRs and progress reports MTR National plans, strategies and budgets Technical and workshop reports Studies, letters Interviews with PMU staff Interviews with SC members Interviews with project beneficiaries Interviews with UNEP staff Interviews with project partners CB2 final report
<i>Likelihood of impact</i>			
8.	8. Was the project objective achieved?	<ul style="list-style-type: none"> Level of achievement of the targets for the objective indicator in the project's results framework Evidence of IRIS information and environmental assessment tools used by government agencies for planning and decision-making 	<ul style="list-style-type: none"> PIRs and progress reports MTR CB2 final report Interviews with PMU staff Interviews with SC members Interviews with project beneficiaries Interviews with UNEP staff Interviews with project partners
9.	9. Did the project have a catalytic effect?	<ul style="list-style-type: none"> Evidence of replication of the project approach, activities, outputs 	<ul style="list-style-type: none"> PIRs and progress reports MTR CB2 final report Interviews with PMU staff Interviews with SC members Interviews with project beneficiaries Interviews with UNEP staff

No.	Evaluation questions	Indicators/criteria	Data sources
			<ul style="list-style-type: none"> • Interviews with project partners
10.	10. Did the project have any unexpected impacts (positive or negative)	<ul style="list-style-type: none"> • Evidence of unplanned positive impacts (e.g. environmental, social) • Evidence of unintended negative impacts (e.g. environmental, social) 	<ul style="list-style-type: none"> • PIRs and progress reports • MTR • Interviews with PMU staff • Interviews with SC members • Interviews with project beneficiaries • Interviews with UNEP staff • Interviews with project partners
Financial management			
11.	11. Were financial management and decisions appropriate and conducive for project delivery?	<ul style="list-style-type: none"> • Fund allocations and reallocations were clearly justified/explained • Financial resources were made available in a timely manner that did not cause implementation delays or implementation gaps • UNEP financial staff's responsiveness to addressing and resolving financial issues • Communication between PMU, UNEP programme staff and UNEP financial staff • Adherence to UNEP financial procedures 	<ul style="list-style-type: none"> • Request for CEO Approval and PIF • Financial reports • Budgets • Budget amendments • Audit reports • SC meeting minutes • Interviews with PMU staff • Interviews with SC members • Interviews with UNEP programme staff • Interview with UNEP FMO
12.	12. Has co-financing materialised as expected at project approval?	<ul style="list-style-type: none"> • Amount of co-funding mobilised from each anticipated source • Amount of co-funding leveraged from other sources (in-cash and in-kind) 	<ul style="list-style-type: none"> • Request for CEO Approval • PIRs and progress reports • Co-finance confirmation letters • Interviews with PMU staff • Interviews with UNEP programme staff • Interview with UNEP FMO • Interviews with project beneficiaries • Interviews with project partners
Efficiency			
13.	13. Was the project implemented in a timely manner?	<ul style="list-style-type: none"> • Timeliness of activities, outputs and milestones vis-à-vis work plans • Corrective measures taken to mitigate delays • Annual spending compared to budgeted/planned spending per component and output • Justification and appropriateness of no-cost project extension • Cost implications of no-cost extension 	<ul style="list-style-type: none"> • Request for CEO Approval • PIRs and progress reports • Work plans • SC meeting minutes • Interviews with PMU staff • Interviews with SC members • Interviews with UNEP programme staff
14.	14. Was the project implemented in a cost-effective manner?	<ul style="list-style-type: none"> • Actual vs. planned costs of components and outcomes • Measures taken to adjust and adapt budget and activities to actual costs 	<ul style="list-style-type: none"> • Request for CEO Approval • PIRs and progress reports • Work plans and budgets

No.	Evaluation questions	Indicators/criteria	Data sources
		<ul style="list-style-type: none"> Extent to which co-financing was leveraged Extent to which the project engaged in partnerships for delivering activities and outputs (e.g. joint activities and division of labour) and use of existing data and processes 	<ul style="list-style-type: none"> Expenditure reports SC meeting minutes Interviews with PMU staff Interviews with SC members Interviews with UNEP programme staff Interviews with project partners
Monitoring and reporting			
<i>Monitoring design and budgeting</i>			
15.	15. Were the indicators appropriate for results-oriented monitoring?	<ul style="list-style-type: none"> Indicators were SMART Presence of results-oriented indicators for outcomes and objective Availability of clear indicator baselines, targets and milestones 	<ul style="list-style-type: none"> 09a Quality of project design assessment template Results framework Inception report analysis of results framework (and ToC) Interviews with PMU staff
16.	16. Were adequate provisions put in place for monitoring and evaluation?	<ul style="list-style-type: none"> Sufficiency of resources (financial, human) available for monitoring and evaluation Clarity of monitoring responsibilities 	<ul style="list-style-type: none"> 09a Quality of project design assessment template Request for CEO Approval and PIF Interviews with PMU staff Interview with UNEP FMO
<i>Monitoring of project implementation</i>			
17.	17. Was the monitoring system sufficiently and in a timely manner capturing implementation progress and results?	<ul style="list-style-type: none"> Availability of monitoring data for indicators at output, outcome, and objective levels Reliability and accuracy of baseline and monitoring data Frequency and comprehensiveness of data gathering and analysis Utilisation of pre-existing data sources Gender-disaggregation of data, when appropriate 	<ul style="list-style-type: none"> Results framework PIRs and progress reports Interviews with PMU staff Interviews with SC members Interviews with UNEP programme staff
18.	18. Were risks monitored and reported on?	<ul style="list-style-type: none"> Risks identified in CEO Endorsement Request were regularly monitored and documented The list of risks was regularly updated Relevance, importance and comprehensiveness of the risks identified and accuracy of risk rating 	<ul style="list-style-type: none"> 09a Quality of project design assessment template Risk matrix in PIF PIRs and progress reports
19.	19. Was project monitoring used as a management tool? 20.	<ul style="list-style-type: none"> Tangible examples of monitoring data leading to changes/adjustments in project approach and implementation Evidence of monitoring data being used for project steering 	<ul style="list-style-type: none"> PIRs and progress reports SC meeting minutes Interviews with PMU staff Interviews with SC members Interviews with UNEP programme staff
<i>Project reporting</i>			
20.	21. Was project reporting timely and of adequate quality?	<ul style="list-style-type: none"> Timeliness of report submission 	<ul style="list-style-type: none"> PIRs and progress reports SC meeting minutes

No.	Evaluation questions	Indicators/criteria	Data sources
		<ul style="list-style-type: none"> Realism and accuracy of information in PIR, progress and completion reports Adherence to UNEP reporting requirements PIR ratings 	<ul style="list-style-type: none"> Interviews with PMU staff Interviews with SC members Interviews with UNEP programme staff
Sustainability			
21.	22. Did the project implement a clear sustainability strategy?	<ul style="list-style-type: none"> The project implemented a clear and appropriate phaseout strategy The project proactively influenced and utilised the impact drivers identified in the reconstructed ToC The assumptions identified in the reconstructed ToC proved valid The IRIS is fully operational 	<ul style="list-style-type: none"> PIRs and progress reports Interviews with PMU staff Interviews with SC members Interviews with UNEP programme staff Interviews with project beneficiaries Interviews with project partners
<i>Socio-political sustainability</i>			
22.	23. Are government senior decision-makers committed to maintaining IRIS and using it as a decision-making tool?	<ul style="list-style-type: none"> Institutional arrangements in place for IRIS and its use for decision-making 	<ul style="list-style-type: none"> PIRs and progress reports Interviews with PMU staff Interviews with SC members Interviews with UNEP programme staff Interviews with project beneficiaries Interviews with project partners
<i>Financial sustainability</i>			
23.	24. Are financial resources secured for continuing environmental monitoring?	<ul style="list-style-type: none"> Adequate (domestic and/or international) financial provisions are secured and in place for post-project coverage of operation, maintenance and updating costs of the IRIS and other systems established by the project Presence of a planned, approved and/or financed second phase 	<ul style="list-style-type: none"> PIRs and progress reports Interviews with PMU staff Interviews with SC members Interviews with UNEP programme staff Interviews with project beneficiaries Interviews with project partners
<i>Institutional sustainability</i>			
24.	Have the key government entities internalised IRIS and other project benefits in their work?	<ul style="list-style-type: none"> Relevant government entities have allocated staff resources and integrated the IRIS and other project results in their institutional work plans for the coming years 	<ul style="list-style-type: none"> PIRs and progress reports Interviews with PMU staff Interviews with SC members Interviews with UNEP programme staff Interviews with project beneficiaries Interviews with project partners
Factors and processes affecting project performance and cross-cutting issues			
<i>Preparation and readiness</i>			
25.	25. Was the project responsive and adaptive?	<ul style="list-style-type: none"> Appropriate changes were made to the activities and outputs to address weaknesses encountered Changes were made to respond to emerging opportunities and needs, and in response to stakeholder interests 	<ul style="list-style-type: none"> PIRs and progress reports SC meeting minutes Interviews with PMU staff Interviews with SC members

No.	Evaluation questions	Indicators/criteria	Data sources
			<ul style="list-style-type: none"> Interviews with UNEP programme staff
<i>Quality of project management and supervision</i>			
26.	26. Was the project implementation and management setup conducive for implementation?	<ul style="list-style-type: none"> The SC provided clear strategic guidance to the project and helped addressing institutional bottlenecks and convening engagement of senior officials The PMU had sufficient capacity and performed well vis-à-vis acting on directions given by the SC and facilitating project implementation Adaptive action was taken to respond to opportunities and mitigate emerging risks Timeliness of decision-making 	<ul style="list-style-type: none"> 09a Quality of project design assessment template PIRs and progress reports SC meeting minutes Interviews with PMU staff and SC members Interviews with UNEP programme staff
<i>Stakeholder participation and cooperation</i>			
27.	27. Did the project engage stakeholders beyond their participation in training?	<ul style="list-style-type: none"> Level of consultation/involvement of key stakeholders in the project design process Level and nature of involvement of key stakeholders at all levels in implementation Level of consultation of stakeholders in the planning and design of project deliverables Level of cooperation and dialogue with key stakeholders and partners 	<ul style="list-style-type: none"> 09a Quality of project design assessment template Request for CEO Approval and PIF Interviews with PMU staff Interviews with SC members Interviews with project beneficiaries Interviews with UNEP programme staff Interviews with project partners
<i>Responsiveness to human rights and gender equity</i>			
28.	28. Did the project consider the inclusion of human rights and gender?	<ul style="list-style-type: none"> Project activities explicitly addressed human rights and gender considerations Monitoring data was gender disaggregated when relevant Measures implemented to ensure the participation of women and vulnerable people/marginalised groups in project delivery and activities Measures implemented to promote the participation of women and vulnerable people/marginalised groups in IRIS Measures implemented to enable and vulnerable people/marginalised groups to use environmental data for their own purposes and to engage with duty-bearers 	<ul style="list-style-type: none"> Request for CEO Approval and PIF PIRs and progress reports Interviews with PMU staff Interviews with UNEP programme staff Interviews with project partners Workshop reports
<i>Environmental and social safeguards</i>			
29.	29. Were environmental and social risks mitigated?	<ul style="list-style-type: none"> Environmental and social safeguarding screening at project design Steps taken to minimise or offset the project's environmental footprint 	<ul style="list-style-type: none"> Request for CEO Approval and PIF PIRs and progress reports Interviews with PMU staff Interviews with SC members
<i>Country ownership and driven-ness</i>			

No.	Evaluation questions	Indicators/criteria	Data sources
30.	30. Did government and other national stakeholders assume full ownership of the project and the IRIS?	<ul style="list-style-type: none"> • Level of high-level ownership and commitment to IRIS • Testing and piloting of IRIS 	<ul style="list-style-type: none"> • PIRs and progress reports • Interviews with PMU staff • Interviews with project beneficiaries • Interviews with UNEP programme staff • Interviews with project partners
<i>Communication and public awareness</i>			
31.	31. Did the activities and outputs ensure that the project and its services were visible and reached the intended audience?	<ul style="list-style-type: none"> • Attendance in project events (workshops, platform meetings etc.) • Participation of high-level decision makers • 	<ul style="list-style-type: none"> • PIRs and progress reports • Interviews with PMU staff • Interviews with SC members • Interviews with project beneficiaries • Interviews with UNEP programme staff • Interviews with project partners
<i>GEF key strategic questions</i>			
32.	32. (a): What was the performance at the project's completion against Core Indicator Targets? 33. (Since the project was approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided)		<ul style="list-style-type: none"> • See EQ 6, 7, 8
33.	34. (b): What were the progress, challenges and outcomes regarding engagement of stakeholders in the project as evolved from the time of the MTR? 35. (This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval)		<ul style="list-style-type: none"> • See EQ 27 • MTR
34.	36. I: What were the completed gender-responsive measures and, if applicable, actual gender result areas? 37. (This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent)		<ul style="list-style-type: none"> • See EQ 6, 7, 8, 28
35.	38. (d): What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. 39. (Any supporting documents gathered by the Consultant during this review should be shared with the Task Manager for uploading in the GEF Portal)		<ul style="list-style-type: none"> • See EQ 29
36.	40. (e): What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: <ul style="list-style-type: none"> • Knowledge and Learning Deliverables (e.g. website/platform development) • Knowledge Products/Events • Communication Strategy • Lessons Learned and Good Practice • Adaptive Management Actions 41. (This should be based on the documentation approved at CEO Endorsement/Approval)		<ul style="list-style-type: none"> • See EQ 6, 7, 19, 31 • Request for CEO Approval and PIF

ANNEX V. BRIEF CV OF THE EVALUATOR

Name	Malene Wiinblad
Profession	Partner and consultant
Nationality	Danish
Country experience	<ul style="list-style-type: none"> • Europe: Denmark, Switzerland • Africa: Angola, Burkina Faso, Cameroon, Chad, Ghana, Mali, Mozambique, Niger, Rwanda, São Tomé e Príncipe, Senegal, South Africa • Americas: Brasil, Trinidad & Tobago • Asia: Thailand
Education	<ul style="list-style-type: none"> • M.Sc. in Socio-Technological Planning, University of Roskilde, Denmark • M.A. in African Studies, Copenhagen University

Short biography

Malene Wiinblad is an experienced evaluator and team leader and has 29 years of experience in climate change and natural resource management. From a base in Mozambique where she has lived for 20 years, returning to Denmark in 2021.

Key specialties and capabilities cover:

She has carried out several evaluations, reviews, and assessments for Danida, Sida, SDC, UNEP, UN-Water and UNDP of global, thematic and country specific projects and programmes. She is very well versed in applying the OECD-DAC evaluation standards and mixed methods for qualitative data collection and review. She is highly skilled in synthesising evidence and key information from studies, analytical reports, strategies, and plans.

Through more than ten years as long-term technical advisor on climate change and natural resources management, she has substantial experience and knowledge on African governments and their capacity and constraints addressing environmental problems and climate change adaptation and mitigation. In Mozambique she provided technical assistance support to the EU, Danida and Irish Aid financed Environment Sector Programme Support, 2011 – 2017 and the UNDP-UNEP project Sustainable Natural Resource and Equitable Development SUNRED II, 2019 – 2021), in Angola on the elaboration of the National Agriculture Investment Plan (NAIP) and in São Tomé e Príncipe to the EU GCCA+ project Reducing Climate Vulnerability 2017/18.

She has thorough experience on project and programme design, management and implementation and is highly skilled in cooperation with African government institutions at central and local level and donor agencies. She has excellent analytical, communication and report writing skills. She speaks English, Portuguese, and French fluently. She has since 2017 been partner in PEM Consult and is presently residing in Denmark.

Selected assignments and experiences

- Develop best practice guidelines on climate budget tagging and tracking and application on indicator checklists on natural resources and climate change management based on the experience supported by the UNEP-UNDP Poverty Environment Action Programme, Team Leader. Client: UNEP, 2022
- Designing the Danish support of 100 million DKK to UNCDF's Local Climate Adaptive Living Facility (LoCAL). Team Leader. Client: Danish Ministry of Foreign Affairs, 2022
- External Evaluation of phase IV of the Transboundary Waters Governance for Sustainable Development and Blue Peace programme supporting IUCN's BRIDGE and UNESCO's GGRETA programmes on transboundary water cooperation and UNECE's support to countries to adhere to the Water Convention. Team Member. Client: SDC, 2022

- External mid-term evaluation of the Integrated Monitoring Initiative on SDG 6 (IMI-SDG6). Team Leader. Client: UNOPS. 2021/22
- Technical advisory support to the Ministry for Land and Environment (MTA) and the Ministry of Economy and Finance (MEF) on climate change and sustainable management of natural resources on the NDC, the NAP, climate budget tracking and development of financing proposals on climate change adaptation and mitigation in the framework of the implementation of the Sustainable Management of Natural Resources for Resilient and Equitable Development (SUNRED II) funded by UNEP-UNEP PEA. UNDP Technical Advisor (P4). 2019 – 2021.
- Independent evaluation of SDC's performance from 2010 – 2017 on Disaster Risk Reduction (DRR). Analysing the portfolio of SDC support DRR in combination with climate change. Team member. Client: SDC 2019
- Implementing the EU GCCA+ supported project Reduction of climate vulnerability in São Tomé e Príncipe. Technical advisor. Client: The EU Commission. 2017/18
- Designing the the MERCIM project for two provinces in Mozambique on climate adaptive investments and the LoCAL Country Program Document. Climate change specialist. Client: UNCDF 2017
- Implementation of the Environment Sector Programme Support (ESPS II) in Mozambique. Technical Advisor. Client: Danish Ministry of Foreign Affairs. 2011 – 2017.
- Monitoring and final evaluation of regional programme in four countries in West Africa Making Decentralisation Work 2005 – 2010. Climate change specialist. Client: SIDA. 2009/2010.

ANNEX VI. EVALUATION TORS (WITHOUT ANNEXES)

TERMS OF REFERENCE

Terminal Evaluation of the UNEP/GEF project

“Developing Capacity of MEAs” -“GEF ID/5557; 5060; 5197; 5017; 5302 ”

Section 1: PROJECT BACKGROUND AND OVERVIEW

1. Project General Information

Table 1. Project summary

GEF Project IDs:	5557; 5060; 5197; 5017; 5302		
Implementing Agency:	UNEP CCCD	Executing Agency:	
Relevant SDG(s) and indicator(s):	Although these GEF CCCD projects have been designed to create enabling environment and enhance the implementation, monitoring and reporting of all SDGs with an environmental dimension, majority of the project interventions primarily contribute to the following SDGs, targets and indicators: SDG 13 (13.b.1); SDG 15 (15.2.1, 15.9.1); SDG 16 (16.10.2); and SDG 17 (17.14.1; 17.16.1; 17.18.1)		
GEF Core Indicator Targets (identify these for projects approved prior to GEF-7³⁶)			
Sub-programme:	2018-2019 UNEP SP7	Expected Accomplishment(s):	Governments and other stakeholders use quality open environmental data, analyses and participatory processes that strengthen the science-policy interface to generate evidence-based environmental assessments, identify emerging issues and foster policy action.
UNEP approval date:		Programme of Work Output(s):	2018-2019; UNEP SP7 EA(a)(ii)
GEF approval date:	Afghanistan - May 2014 Bosnia and Herzegovina - June 2014 Cameroon - May 2014	Project type:	Medium Size Projects

³⁶ This does not apply for Enabling Activities

	Haiti - May 2015 St. Lucia - January 2015		
GEF Operational Programme #:		Focal Area(s):	Multi Focal Areas (MFAs)
		GEF Strategic Priority:	
Details for each project to be provided in the Inception Report for the fields below:			
Expected start date:		Actual start date:	
Planned operational completion date:		Actual operational completion date:	
Planned project budget at approval:		Actual total expenditures reported as of [date]:	
GEF grant allocation:		GEF grant expenditures reported as of [date]:	
Project Preparation Grant - GEF financing:		Project Preparation Grant - co-financing:	
Expected Medium-Size Project/Full-Size Project co-financing:		Secured Medium-Size Project/Full-Size Project co-financing:	
Date of first disbursement:		Planned date of financial closure:	
No. of formal project revisions:		Date of last approved project revision:	
No. of Steering Committee meetings:		Date of last/next Steering Committee meeting:	Last: Next:
Mid-term Review/ Evaluation (planned date):		Mid-term Review/ Evaluation (actual date):	
Terminal Evaluation (planned date):		Terminal Evaluation (actual date):	
Coverage - Country(ies):		Coverage - Region(s):	
Dates of previous project phases:		Status of future project phases:	

2. Project Rationale³⁷

1. The following projects aimed to enhance institutional capacities to establish coherent government structures, develop policies, plans and legislative frameworks. It intended to work in conjunction with existing national baseline projects to ensure the involvement and strengthening of a plethora of diverse institutions at different levels in order to ensure the institutional sustainability.
2. These 5 projects were formulated in response to the National Capacity Self-Assessment (NCSA) and were developed in line with the GEF-5 Cross-Cutting Capacity Development Strategy. In the context of these projects, the aim was to synergise with existing national baseline projects to enhance, increase or strengthen the capacity of national institutions for the implementation and monitoring of international conventions and environmental management. This was intended to be done by institutionalizing identified tools and practices for environmental information and

³⁷ Grey =Info to be added

knowledge management and to use information and knowledge for both policy development and planning as well as for monitoring and evaluating environmental impacts and trends.

3. The Individual Project Objectives were as follows:

Afghanistan - The objective of the project is to build Afghanistan's core capacity to implement NCSA priority actions and International Environmental Conventions in a decentralized manner

Bosnia and Herzegovina - To enhance capacities of institutions for environmental management in Bosnia and Herzegovina by institutionalizing identified tools and practices for environmental information and knowledge management

Cameroon - To strengthen institutional capacity in the implementation of international conventions as a follow-up to the National Capacity Self-Assessment (NCSA) Cameroon

Haiti - To enhance capacities for Haiti to strengthen the Government capacity for decision making in national priority plans with **emphasis in forest and coastal-marine ecosystem regeneration**

St. Lucia - To strengthen institutional capacity for the implementation and monitoring of international conventions as a follow-up to the National Capacity Self Assessment (NCSA) of St. Lucia and to better integrate environmental concerns, and the value of ecosystems, into its broader development frameworks

4. The National Capacity Self-Assessment (NCSA) for Global Environmental Management assessed the challenges countries had facing the three Rio Conventions, and the synergies to be realized through targeted cross-cutting capacity development actions. These initiatives have been undertaken, in collaboration with national baseline projects, to facilitate strategic planning, and to build national capacities necessary for the execution of obligations resulting from each convention, namely the Convention on Biological Diversity (CBD), the United Nations Framework Convention on Climate Change (UNFCCC) and the United Nations Convention to Combat Desertification (CCD).
5. There are several international projects and initiatives underway within these countries. These projects were designed to build upon other interventions to avoid duplication, ensure added value, support the use of lessons learned, to enable a complementary approach to other projects and to ensure that resources invested by other projects and this one are maximized to the greatest extent possible.
6. The intended result was that the project countries would be better able to provide substantive input to the GEF's focal area objectives under the Rio Conventions, with a particular focus on BD 2 and 5 (mainstreaming conservation and sustainable use; integrating BD objectives into national planning), CCM 5 and 6 (promoting sustainable land use; capacity development under the UNFCCC) and LD 3 and 4 (integrated natural resource management and adaptive management and learning).

3. Project Results Framework

7. Overall, these projects were developed to build the capacity of government institutions to:
 - Institutionalise identified tools and practices for environmental information and knowledge management
 - Make decisions in national priority plans and better integrate environmental concerns, and the value of ecosystems, into broader development frameworks
 - To implement NCSA priority actions and monitor international (environmental) conventions as a follow-up to the National Capacity Self-Assessment (NCSA));
8. Below is a proposed Synergised Results Framework detailing combined objectives, individual project outcomes and the variations in individual projects. The aim of a synergised approach to the evaluation is to maximise learning at a portfolio or thematic level. The individual project Results Frameworks for each country will be attached in the Inception Report as an Annex.

Synergised Results Framework

9. **Synergised Objective** - Enhance/increase/strengthen capacity of national institutions for the implementation and monitoring of international conventions and environmental management by institutionalizing identified tools and practices for environmental information and knowledge management (and improving decision making/integrate into wider development frameworks).

Combined Objectives	Projects	Outcomes	Variations
Institutionalize identified tools and practices for environmental information and knowledge management	Bosnia and Herzegovina; Haiti; St. Lucia	<p>Bosnia and Herzegovina – Outcome - 1.1 An indicator framework developed and an Environmental Management Information System (EMIS) introduced to manage national environmental issues in accordance with MEA guidance</p> <p>Haiti – Outcome 2.1. Institutions and stakeholders have skills and knowledge to research, acquire and apply information collective actions</p> <p>St. Lucia – Outcome 1.1 Coordination of environmental information management is agreed and piloted in MEA reporting</p> <p>St. Lucia – Outcome 1.2 Environmental information system and online platform is operational</p>	
Build, develop and strengthen institutional capacity to implement National Capacity Self-Assessment (NCSA) priority actions and International Environmental Conventions	Afghanistan; Bosnia and Herzegovina; Cameroon; Haiti; St. Lucia;	<p>Afghanistan – Outcome 2.1 - Local authorities have the capacity to translate MEA commitments into practice</p> <p>Cameroon – Outcome 1.2 - Individual and institutional capacities for environmental monitoring, evaluation and reporting are strengthened</p> <p>Bosnia and Herzegovina – Outcome - 2.1 Institutional capacity of MoFTER and Entity environmental authorities strengthened for MEA reporting and implementation monitoring and for mainstreaming environmental issues into development planning</p> <p>Haiti – Outcome 2.2 - Increased capacity of stakeholders to diagnose, understand and transform complex dynamic nature of global environmental problems and develop local solutions</p> <p>St. Lucia – Outcome 2.1 - Institutional capacity of MoFTER and Entity environmental authorities strengthened for MEA reporting and implementation monitoring and for mainstreaming environmental issues into development planning</p>	<p>Afghanistan – More emphasis placed on building institutional capacity to implement NCSA priority actions rather than strengthen</p> <p>Bosnia and Herzegovina and St. Lucia – Strengthening of capacity development of implementation monitoring is articulated in the outcomes specifically of these two of the projects</p>
Legal, policy and enabling frameworks -	Afghanistan; Cameroon Haiti;	Afghanistan – Outcome 1.2 - Effective integration of Rio convention objectives into development plans and programs	Haiti – Emphasis in forest and

Better integrate environmental concerns, and the value of ecosystems, into its broader development frameworks and enhance capacities of institutions for environmental management.	St. Lucia;	<p>Afghanistan – Outcome 1.1 - Effective inter-ministerial collaboration on MEA objectives</p> <p>Cameroon – Outcome 1.1 - Improved institutional framework for environmental data and information gathering, analysis and provision to better inform decision making processes.</p> <p>Haiti – Outcome 1.1 - Enhanced institutional capacities to establish coherent government structures, and develop plans, policies and legislative frameworks for effective implementation of global conventions.</p> <p>St. Lucia – Outcome 1.2 - Environmental information system and online platform is operational</p> <p>St. Lucia – Outcome 1.3 - National stakeholders are able to use environmental information for planning, project development and environmental management</p>	coastal-marine ecosystem regeneration
Monitoring the implementation of capacity development initiatives	Bosnia and Herzegovina	Bosnia and Herzegovina – Outcome 1.2 - Air quality monitoring enabled	Bosnia and Herzegovina – Air quality monitoring specific outcome from project in Bosnia Herzegovina
Increased public awareness	Afghanistan Haiti	<p>Afghanistan – Outcome 2.2 - Local stakeholders effectively participate in MEA implementation</p> <p>Haiti – Outcome 2.3 - Public awareness raised and information management and environmental education programmes improved</p>	

4. Executing Arrangements

10. The GEF Implementing Agency for all of the projects was the UNEP Science Division (formerly Division for Early Warning and Assessment, DEWA), Cross-Cutting Capacity Development (CCCD) Unit. As the Implementing Agency, UNEP Science Division was responsible for overall project supervision, overseeing the project progress through the monitoring and evaluation of project activities and progress reports, including technical issues. UNEP was responsible for overseeing and monitoring the project implementation process, to ensure both GEF and UNEP standards were met, organise evaluations and audits as well as provide technical support. UNEP worked in close collaboration with the Executing Agency's (EA) as described below.
11. **Afghanistan** - The project was executed by the National Environmental Protection Agency (NEPA) of Afghanistan with technical support from UNEP Post Conflict and Disaster Management Branch (PCDMB) via its Afghanistan country programme. As Executing Agency, the NEPA was

responsible for the execution and management of the project and its activities on a day-to-day basis, with UNEP PCDMB acting as Execution Support agency to ensure technical, financial and administrative needs were met. NEPA was to establish the necessary managerial and technical teams to execute the project. UNEP PCDMB, in collaboration with NEPA, were responsible for hiring any consultants necessary for technical activities and for supervising their work as well as acquiring equipment and monitoring the project. The main mechanisms for the implementation of the project were the MEA Task force/Steering Committee and a Technical Advisory Panel (TAP).

12. A MEA Task Force and Project Steering Committee was created and planned to meet on a quarterly basis throughout the project. The committee was formed from key Ministries involved in the project, with Secretariat services provided by NEPA and UNEP PCDMB. The committee was developed to address substantive issues at political level, evaluate the project and take necessary measures to guarantee fulfillment of goals and objectives.
13. A Technical Advisory Panel (TAP) was created to manage the technical aspects of the project. It was composed of technical expert levels within the participating Ministries. The TAP planned to meet on a monthly basis and develop the main substantive outputs of the project as well as providing information up to the MEA Taskforce/ Steering Group.
14. A Project Team (PT) and Project Coordinator was established within NEPA as the Executing Agency: this team was in charge of the execution and management of the project and worked together with the UNEP Afghan Country Programme Manager as well as the Scientific and Technical Advisory Panel and the MEA Taskforce/ Steering Group. This team planned to meet regularly to allocate specific responsibilities over the project activities.
15. **Bosnia and Herzegovina** - The project was executed by the UNEP Europe Office in collaboration with the Ministry of Foreign Trade and Economic Relations of Bosnia and Herzegovina (MoFTER); the Ministry for Spatial Planning, Construction and Ecology of Republika Srpska; and the Ministry of Environment and Tourism of the Federation of Bosnia and Herzegovina. MoFTER as the main Executing Agency was responsible for the achievement of project outputs and outcomes, day to day management and coordination of project activities and inputs and reporting on achievement of project objectives, as well as entering into agreements with other partners. A Project Steering Committee (PSC) was formed to ensure that the project was run according to the agreed workplan, budget and reporting requirements. The PSC consisted of members from the UNEP, the Executing Agency and relevant stakeholders.
16. **Cameroon** - The Ministry of Environment, Nature Protection and Sustainable Development (MINEPDED) was the Executing Agency of the project on behalf of the Government of Cameroon. MINEPDED as the main Executing Agency was responsible for the achievement of project outputs and outcomes, day to day management and coordination of project activities and inputs and reporting on achievement of project objectives, as well as entering into agreements with other partners. A Project Steering Committee (PSC) was formed to ensure that the project was run according to the agreed workplan, budget and reporting requirements. The PSC consisted of the project Implementation Agency - UNEP - and relevant stakeholders including:
 - The project Executing Agency (EA): Ministry of the Environment, Nature Protection, and Sustainable Development (MINEPDED) & Chairmanship of the SC.
 - Ministry of Forests and Fauna (MINFOF),
 - Ministry of Economy, Planning, and Land Management (MINEPAT),
 - Ministry of Agriculture and Rural Development (MINADER),
 - Ministry of Livestock, Fisheries, and Animal Industries (MINEPIA),
 - Ministry of Water and Energy (MINEE),
 - Ministry of Scientific Research and Innovation (MINRESI),
 - The National Institute for Statistics (INS)

- International and national Organization (1 member)
 - Representative of the civil society /national organization (1 member),
 - Representative of the private sector (1 member),
 - Elected representatives (2 members).
17. The PSC was responsible for monitoring the project implementation and ensuring that key decisions were made in accordance with established rules and procedures and in the spirit of the project. Monitoring of the Project was in accordance with procedures established by the GEF to oversee projects and current standards of MDE and UNEP. The development of different qualitative and financial reports informing on the progress of project activities planned to comply with the procedures established by these institutions.
18. **Haiti** –The Ministry of Environment (MDE) through the Observatoire national de l’environnement et de la vuln rabilite (ONEV), acted as the Executing Agency for the project. The Executing Agency was responsible for the achievement of project outputs and outcomes, day to day management and coordination of project activities and inputs, as well as for the reporting on achievement of project objectives. The Executing Agency was also responsible for entering into agreements with other partners, as well as for ensuring that co-financing contributions from the Government of Haiti and external sources materialize as planned. To facilitate the liaison between both agencies in the implementation of the project, a national technical advisor was to be a part of the Project Coordination Unit.
19. As Executing Agency, the MDE was to appoint a National Director for the Project (the Director of ONEV). Running the project day-to-day was assigned to a Project Coordination Unit (PCU) constituted by the National Director, National Technical Advisor (Conseiller Technique Principal), a National Project Manager, a Technical Assistant and an Administrative and Financial Assistant recruited for the duration of the project.
20. During the project implementation, the Project Director, supported by the PCU, ensured the participation of other institutions in promoting the establishment of mechanisms for consultation and dialogue. A National Steering Committee that involved other departments and institutions of civil society was created to ensure national ownership and the smooth running of the Project. The committee was both an orientation structure and consultation space for the project. It was composed by one representative from each of the following institutions: MDE, UNEP, CIAT, MICT, MSTP, MTPTC MARNDR. MSPP, Forum du Centre National de l’Information Geo-Spatiale (CNIGS), SEMANAH, and civil society organizations. The steering committee planned to have at least two meetings a year and had two main functions (1) Orientation of the project and (2) Monitoring of the project. The Steering Committee will be chaired by MDE. The National Steering Committee was responsible for monitoring the project implementation and ensure that key decisions are made in accordance with established rules and procedures and in the spirit of the project. Monitoring of the Project was in accordance with procedures established by the GEF to oversee projects and current standards of MDE and UNEP. The development of different qualitative and financial reports informing on the progress of project activities shall comply with the procedures established by these institutions.
21. **St. Lucia** - The Ministry of Sustainable Development, Energy Science and Technology (MSDEST) was the Executing Agency of the project on behalf of the Government of St. Lucia. The main responsibilities of MSDEST were the establishment and facilitation of a Project Management Unit (PMU) and Chairmanship of the Project Steering Committee (PSC) to ensure that the project was run according to the agreed workplan, budget and reporting requirements.
22. The PSC was made up of representatives from: UNEP; MSDEST; the National Institute of Statistics (NIS); Sectoral Ministries that were deemed important for either supporting or mainstreaming project achievements; as well as relevant stakeholders from NGOs and the private sector. The PSC’s responsibilities included providing coordination and guidance for the GEF

project, approval of the annual work plan and budget and to review annual implementation performance reports prepared by the PMU. The PSC was also to enhance synergies between the GEF project and other ongoing initiatives.

5. Project Cost and Financing

Individual Project Budgets at Design:

Developing Core Capacity for Decentralized MEA Implementation and Natural Resources Management in Afghanistan – GEF ID: 5017

23. This project began in May 2015 and finished in August 2021 falls under the medium-sized project category, the planned overall project budget at design was \$2,535,000 USD. The total is made up of the following:

Project Component	GEF financing (USD)	Co-financing (USD)
1. Central Institutional Strengthening for effective implementation of multilateral environmental agreements (MEAs)	145,000	1,020,000
2. Strengthening technical and scientific capacity of sub-national stakeholders	675,000	405,000
Sub-Total	820,000	1,425,000
Project Management Costs	90,000	200,000
Total	910,000	1,625,000

Capacity development for the integration of global environmental commitments into national policies and development decision making (Bosnia and Herzegovina)– GEF ID: 5302

24. This project began in 2014 and falls under the medium-sized project category, the planned overall project budget at design was \$4,027,000 USD. The total is made up of the following:

Project Component	GEF financing (USD)	Co-financing (USD)
1. Managing Global Environmental Issues through improved monitoring and indicator development	808,000	715,000
2. Institutional Strengthening	500,000	580,000
Sub-Total	1,308,000	1,295,000
Project Management Costs	130,000	220,000
Total	1,438,000	1,151,000

Developing Core Capacity for MEA Implementation in Cameroon – GEF ID: 5060

25. This project began in 2014 and falls under the medium-sized project category, the planned overall project budget at design was \$2,127,046 USD. The total is made up of the following:

Project Component	GEF financing (USD)	Co-financing (USD)
1. Tools for improved environmental information management	404,046	300,000
2. Institutional arrangements and coordination for MEA implementation	270,000	520,000
3. Build capacity of actors to strengthen sustainable financing mechanisms and mobilize sustainable resources for MEA implementation	200,000	250,000
Sub-Total	874,046	1,070,000
Project Management Costs	86,000	97,000
Total	960,046	1,167,000

Developing Core Capacity for MEA Implementation in Haiti – GEF ID: 5557

26. This project began in May 2015 and finished in August 2021 falls under the medium-sized project category, the planned overall project budget at design was \$4,048,000 USD. The total is made up of the following:

Project Component	GEF financing (USD)	Co-financing (USD)
1. Strengthened capacities for policy and legislation development for achieving global benefits	450,000	1,100,000
2. Generate, access and use of information and knowledge	730,000	1,400,000
Sub-Total	1,180,000	2,500,000
Project Management Costs	118,000	250,000
Total	1,298,000	2,750,000

Increase St. Lucia's capacity to monitor MEA implementation and sustainable development – GEF ID: 5197

27. This project began in January 2015 and ended in December 2021 and falls under the medium-sized project category, the planned overall project budget at design was \$2,080,000 USD. The total is made up of the following:

Project Component	GEF financing (USD)	Co-financing (USD)
1. Tools for improved MEA and SD reporting and monitoring	490,000	510,000
2. Mainstreaming environmental management and MEA objectives	250,000	270,000
3. Awareness raising, education and outreach	170,000	190,000
Sub-Total	910,000	970,000
Project Management Costs	90,000	110,000
Total	1,000,000	1,080,000

Section 2. OBJECTIVE AND SCOPE OF THE EVALUATION

6. Objective of the Evaluation

In line with the UNEP Evaluation Policy³⁸ and the UNEP Programme Manual³⁹, the Terminal Evaluation is undertaken at operational completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The Evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and the main project partners. Therefore, the Evaluation will identify lessons of operational relevance for future project formulation and implementation, especially where a second phase of the project is being considered. Recommendations relevant to the whole house may also be identified during the evaluation process.

7. Key Evaluation Principles

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

The “Why?” Question. As this is a Terminal Evaluation and a follow-up project is likely [or similar interventions are envisaged for the future], particular attention will be given to learning from the

³⁸ <https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies>

³⁹ <https://wecollaborate.unep.org>

experience. Therefore, the “why?” question should be at the front of the consultants’ minds all through the evaluation exercise and is supported by the use of a theory of change approach. This means that the consultant(s) needs to go beyond the assessment of “what” the project performance was and make a serious effort to provide a deeper understanding of “why” the performance was as it was (i.e. what contributed to the achievement of the project’s results). This should provide the basis for the lessons that can be drawn from the project.

Attribution, Contribution and Credible Association: In order to *attribute* any outcomes and impacts to a project intervention, one needs to consider the difference between what has happened with, and what would have happened without, the project (i.e. take account of changes over time and between contexts in order to isolate the effects of an intervention). This requires appropriate baseline data and the identification of a relevant counterfactual, both of which are frequently not available for evaluations. Establishing the *contribution* made by a project in a complex change process relies heavily on prior intentionality (e.g. approved project design documentation, logical framework) and the articulation of causality (e.g. narrative and/or illustration of the Theory of Change). Robust evidence that a project was delivered as designed and that the expected causal pathways developed supports claims of contribution and this is strengthened where an alternative theory of change can be excluded. A *credible association* between the implementation of a project and observed positive effects can be made where a strong causal narrative, although not explicitly articulated, can be inferred by the chronological sequence of events, active involvement of key actors and engagement in critical processes.

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

8. Key Strategic Questions

In addition to the evaluation criteria outlined in Section 10 below, the Evaluation will address the strategic questions listed below. These are questions of interest to UNEP and to which the project is believed to be able to make a substantive contribution. Also included are five questions that are required when reporting in the GEF Portal and these must be addressed in the TE:

Address the questions required for the GEF Portal in the appropriate parts of the report and provide a **summary of the findings in the Conclusions section of the report:**

(a) Under Monitoring and Reporting/Monitoring of Project Implementation:

What was the performance at the project’s completion against Core Indicator Targets? (For projects approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided⁴⁰).

(b) Under Factors Affecting Performance/Stakeholder Participation and Cooperation:

What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR? (*This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval*)

(c) Under Factors Affecting Performance/Responsiveness to Human Rights and Gender Equality:

What were the completed gender-responsive measures and, if applicable, actual gender result areas? (*This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent*)

⁴⁰ This is not applicable for Enabling Activities

(d) Under Factors Affecting Performance/Environmental and Social Safeguards:

What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. *(Any supporting documents gathered by the Consultant during this review should be shared with the Task Manager for uploading in the GEF Portal)*

(e) Under Factors Affecting Performance/Communication and Public Awareness:

What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions? *(This should be based on the documentation approved at CEO Endorsement/Approval)*

9. Evaluation Criteria

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

A. Strategic Relevance

The Evaluation will assess the extent to which the activity is suited to the priorities and policies of the donors, implementing regions/countries and the target beneficiaries. The Evaluation will include an assessment of the project's relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies at the time of project approval. Under strategic relevance an assessment of the complementarity of the project with other interventions addressing the needs of the same target groups will be made. This criterion comprises four elements:

i. Alignment to the UNEP Medium Term Strategy⁴¹ (MTS), Programme of Work (POW) and Strategic Priorities

The Evaluation should assess the project's alignment with the MTS and POW under which the project was approved and include, in its narrative, reflections on the scale and scope of any contributions made to the planned results reflected in the relevant MTS and POW. UNEP strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building⁴² (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology and knowledge between developing countries.

ii. Alignment to Donor/GEF/Partner Strategic Priorities

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

⁴¹ UNEP's Medium Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes. <https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents>

⁴² <http://www.unep.fr/ozonaction/about/bsp.htm>

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

The Evaluation will assess the alignment of the project with global priorities such as the SDGs and Agenda 2030. The extent to which the intervention is suited, or responding to, the stated environmental concerns and needs of the countries, sub-regions or regions where it is being implemented will be considered. Examples may include: UN Development Assistance Frameworks (UNDAF), national or sub-national development plans, poverty reduction strategies or Nationally Appropriate Mitigation Action (NAMA) plans or regional agreements etc. Within this section consideration will be given to whether the needs of all beneficiary groups are being met and reflects the current policy priority to leave no one behind.

iv. Complementarity with Relevant Existing Interventions/Coherence⁴³

An assessment will be made of how well the project, either at design stage or during the project inception or mobilization⁴⁴, took account of ongoing and planned initiatives (under the same sub-programme, other UNEP sub-programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups. The Evaluation will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Examples may include UNDAFs or One UN programming. Linkages with other interventions should be described and instances where UNEP's comparative advantage has been particularly well applied should be highlighted.

Factors affecting this criterion may include:

- Stakeholders' participation and cooperation
- Responsiveness to human rights and gender equality
- Country ownership and driven-ness

B. Quality of Project Design

The quality of project design is assessed using an agreed template during the evaluation inception phase, ratings are attributed to identified criteria and an overall Project Design Quality rating is established. The complete Project Design Quality template should be annexed in the Evaluation Inception Report. Later, the overall Project Design Quality rating⁴⁵ should be entered in the final evaluation ratings table (as item B) in the Main Evaluation Report and a summary of the project's strengths and weaknesses at design stage should be included within the body of the report.

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

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

C. Nature of External Context

At evaluation inception stage a rating is established for the project's external operating context (considering the prevalence of conflict, natural disasters and political upheaval⁴⁶). This rating is entered in the final evaluation ratings table as item C. Where a project has been rated as facing either an Unfavourable or Highly Unfavourable external operating context, and/or a negative external event has occurred during project implementation, the ratings for Effectiveness, Efficiency and/or Sustainability may be increased at the discretion of the Evaluation Consultant and Evaluation Manager together. A justification for such an increase must be given.

D. Effectiveness

⁴³ This sub-category is consistent with the new criterion of 'Coherence' introduced by the OECD-DAC in 2019.

⁴⁴ A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

⁴⁵ In some instances, based on data collected during the evaluation process, the assessment of the project's design quality may change from Inception Report to Main Evaluation Report.

⁴⁶ Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management by the project team. From March 2020 this should include the effects of COVID-19.

i. Availability of Outputs⁴⁷

The Evaluation will assess the project's success in producing the programmed outputs and making them available to the intended beneficiaries as well as its success in achieving milestones as per the project design document (ProDoc). Any *formal* modifications/revisions made during project implementation will be considered part of the project design. Where the project outputs are inappropriately or inaccurately stated in the ProDoc, reformulations may be necessary in the reconstruction of the Theory of Change (TOC). In such cases a table should be provided showing the original and the reformulation of the outputs for transparency. The availability of outputs will be assessed in terms of both quantity and quality, and the assessment will consider their ownership by, and usefulness to, intended beneficiaries and the timeliness of their provision. It is noted that emphasis is placed on the performance of those outputs that are most important to achieve outcomes. The Evaluation will briefly explain the reasons behind the success or shortcomings of the project in delivering its programmed outputs and meeting expected quality standards.

Factors affecting this criterion may include:

- Preparation and readiness
- Quality of project management and supervision⁴⁸

ii. Achievement of Project Outcomes⁴⁹

The achievement of project outcomes is assessed as performance against the project outcomes as defined in the reconstructed⁵⁰ Theory of Change. These are outcomes that are intended to be achieved by the end of the project timeframe and within the project's resource envelope. Emphasis is placed on the achievement of project outcomes that are most important for attaining intermediate states. As with outputs, a table can be used where substantive amendments to the formulation of project outcomes is necessary to allow for an assessment of performance. The Evaluation should report evidence of attribution between UNEP's intervention and the project outcomes. In cases of normative work or where several actors are collaborating to achieve common outcomes, evidence of the nature and magnitude of UNEP's 'substantive contribution' should be included and/or 'credible association' established between project efforts and the project outcomes realised.

Factors affecting this criterion may include:

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

iii. Likelihood of Impact

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

The Evaluation will also consider the likelihood that the intervention may lead, or contribute to, unintended negative effects (e.g. will vulnerable groups such as those living with disabilities and/or women and children, be disproportionately affected by the project?). Some of these potential negative

⁴⁷ Outputs are the availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities and awareness of individuals or within institutions (UNEP, 2019)

⁴⁸ In some cases 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the executing agency and the technical backstopping provided by UNEP.

⁴⁹ Outcomes are the use (*i.e. uptake, adoption, application*) of an output by intended beneficiaries, observed as changes in institutions or behavior, attitude or condition (UNEP, 2019)

⁵⁰ All submitted UNEP project documents are required to present a Theory of Change with all submitted project designs. The level of 'reconstruction' needed during an evaluation will depend on the quality of this initial TOC, the time that has lapsed between project design and implementation (which may be related to securing and disbursing funds) and the level of any formal changes made to the project design.

effects may have been identified in the project design as risks or as part of the analysis of Environmental and Social Safeguards.

28. The Evaluation will consider the extent to which the project has played a catalytic role⁵¹ or has promoted scaling up and/or replication as part of its Theory of Change (either explicitly as in a project with a demonstration component or implicitly as expressed in the drivers required to move to outcome levels) and as factors that are likely to contribute to greater or long-lasting impact.

Ultimately UNEP and all its partners aim to bring about benefits to the environment and human well-being. Few projects are likely to have impact statements that reflect such long-lasting or broad-based changes. However, the Evaluation will assess the likelihood of the project to make a substantive contribution to the long-lasting changes represented by the Sustainable Development Goals and/or the intermediate-level results reflected in UNEP's Expected Accomplishments and the strategic priorities of funding partner(s).

Factors affecting this criterion may include:

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

E. Financial Management

Financial management will be assessed under three themes: *adherence* to UNEP's financial policies and procedures, *completeness* of financial information and *communication* between financial and project management staff. The Evaluation will establish the actual spend across the life of the project of funds secured from all donors. This expenditure will be reported, where possible, at output/component level and will be compared with the approved budget. The Evaluation will verify the application of proper financial management standards and adherence to UNEP's financial management policies. Any financial management issues that have affected the timely delivery of the project or the quality of its performance will be highlighted. The Evaluation will record where standard financial documentation is missing, inaccurate, incomplete or unavailable in a timely manner. The Evaluation will assess the level of communication between the Project/Task Manager and the Fund Management Officer as it relates to the effective delivery of the planned project and the needs of a responsive, adaptive management approach.

Factors affecting this criterion may include:

- Preparation and readiness
- Quality of project management and supervision

F. Efficiency

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

Focusing on the translation of inputs into outputs, cost-effectiveness is the extent to which an intervention has achieved, or is expected to achieve, its results at the lowest possible cost. Timeliness refers to whether planned activities were delivered according to expected timeframes as well as whether events were sequenced efficiently. The Evaluation will also assess to what extent any project extension could have been avoided through stronger project management and identify any negative

⁵¹ The terms *catalytic effect*, *scaling up and replication* are inter-related and generally refer to extending the coverage or magnitude of the effects of a project. *Catalytic effect* is associated with triggering additional actions that are not directly funded by the project – these effects can be both concrete or less tangible, can be intentionally caused by the project or implied in the design and reflected in the TOC drivers, or can be unintentional and can rely on funding from another source or have no financial requirements. *Scaling up and Replication* require more intentionality for projects, or individual components and approaches, to be reproduced in other similar contexts. *Scaling up* suggests a substantive increase in the number of new beneficiaries reached/involved and may require adapted delivery mechanisms while *Replication* suggests the repetition of an approach or component at a similar scale but among different beneficiaries. Even with highly technical work, where scaling up or replication involves working with a new community, some consideration of the new context should take place and adjustments made as necessary.

impacts caused by project delays or extensions. The Evaluation will describe any cost or time-saving measures put in place to maximise results within the secured budget and agreed project timeframe and consider whether the project was implemented in the most efficient way compared to alternative interventions or approaches.

The Evaluation will give special attention to efforts made by the project teams during project implementation to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities⁵² with other initiatives, programmes and projects etc. to increase project efficiency.

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

Factors affecting this criterion may include:

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

G. Monitoring and Reporting

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

i. Monitoring Design and Budgeting

Each project should be supported by a sound monitoring plan that is designed to track progress against SMART⁵³ results towards the provision of the project's outputs and achievement of project outcomes, including at a level disaggregated by gender, marginalisation or vulnerability, including those living with disabilities.. In particular, the Evaluation will assess the relevance and appropriateness of the project indicators as well as the methods used for tracking progress against them as part of conscious results-based management. The Evaluation will assess the quality of the design of the monitoring plan as well as the funds allocated for its implementation. The adequacy of resources for Mid-Term and Terminal Evaluation/Review should be discussed if applicable.

ii. Monitoring of Project Implementation

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

The performance at project completion against Core Indicator Targets should be reviewed. For projects approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided.

iii. Project Reporting

UNEP has a centralised project information management system (Anubis) in which project managers upload six-monthly progress reports against agreed project milestones. This information will be provided to the Evaluation Consultant(s) by the Evaluation Manager. Some projects have additional requirements to report regularly to funding partners, which will be supplied by the project team (e.g. the Project Implementation Reviews and Tracking Tool for GEF-funded projects). The Evaluation will assess the extent to which both UNEP and donor reporting commitments have been fulfilled.

⁵² Complementarity with other interventions during project design, inception or mobilization is considered under Strategic Relevance above.

⁵³ SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.

Consideration will be given as to whether reporting has been carried out with respect to the effects of the initiative on disaggregated groups.

Factors affecting this criterion may include:

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

H. Sustainability

Sustainability⁵⁴ is understood as the probability of the benefits derived from the achievement of project outcomes being maintained and developed after the close of the intervention. The Evaluation will identify and assess the key conditions or factors that are likely to undermine or contribute to the endurance of achieved project outcomes (i.e. 'assumptions' and 'drivers'). Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. Where applicable an assessment of bio-physical factors that may affect the sustainability of project outcomes may also be included.

i. Socio-political Sustainability

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

ii. Financial Sustainability

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

iii. Institutional Sustainability

The Evaluation will assess the extent to which the sustainability of project outcomes (especially those relating to policies and laws) is dependent on issues relating to institutional frameworks and governance. It will consider whether institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. are robust enough to continue delivering the benefits associated with the project outcomes after project closure. In particular, the Evaluation will consider whether institutional capacity development efforts are likely to be sustained.

Factors affecting this criterion may include:

- Stakeholders participation and cooperation
- Responsiveness to human rights and gender equality (e.g. where interventions are not inclusive, their sustainability may be undermined)
- Communication and public awareness
- Country ownership and driven-ness

I. Factors Affecting Project Performance and Cross-Cutting Issues

(These factors are rated in the ratings table but are discussed within the Main Evaluation Report as cross-cutting themes as appropriate under the other evaluation criteria, above. If these issues have not been

⁵⁴ As used here, 'sustainability' means the long-lasting maintenance of outcomes and consequent impacts, whether environmental or not. This is distinct from the concept of sustainability in the terms 'environmental sustainability' or 'sustainable development', which imply 'not living beyond our means' or 'not diminishing global environmental benefits' (GEF STAP Paper, 2019, Achieving More Enduring Outcomes from GEF Investment)

addressed under the evaluation criteria above, then independent summaries of their status within the evaluated project should be given.)

i. Preparation and Readiness

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

ii. Quality of Project Management and Supervision

In some cases 'project management and supervision' may refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects⁵⁵, it may refer to the project management performance of the executing agency and the technical backstopping and supervision provided by UNEP. The performance of parties playing different roles should be discussed and a rating provided for both types of supervision (UNEP/Partner/Executing Agency) and the overall rating for this sub-category established as a simple average of the two.

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

iii. Stakeholder Participation and Cooperation

Here the term 'stakeholder' should be considered in a broad sense, encompassing all project partners, duty bearers with a role in delivering project outputs and target users of project outputs and any other collaborating agents external to UNEP and the Executing Agency. The assessment will consider the quality and effectiveness of all forms of communication and consultation with stakeholders throughout the project life and the support given to maximise collaboration and coherence between various stakeholders, including sharing plans, pooling resources and exchanging learning and expertise. The inclusion and participation of all differentiated groups, including gender groups should be considered.

The progress, challenges and outcomes regarding engagement of stakeholders in the project/program occurring since the MTR should be reviewed. *(This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval).*

iv. Responsiveness to Human Rights and Gender Equality

The Evaluation will ascertain to what extent the project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People. Within this human rights context the Evaluation will assess to what extent the intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment⁵⁶.

⁵⁵ For GEF funded projects, a rating will be provided for the Project Management and Supervision of each of the Implementing and Executing Agencies. The two ratings will be aggregated to provided an overall rating for Quality of Project Management and Supervision

⁵⁶The Evaluation Office notes that Gender Equality was first introduced in the UNEP Project Review Committee Checklist in 2010 and, therefore, provides a criterion rating on gender for projects approved from 2010 onwards. Equally, it is noted that policy documents, operational guidelines and other capacity building efforts have only been developed since then and have evolved over time.
https://wedocs.unep.org/bitstream/handle/20.500.11822/7655/-Gender_equality_and_the_environment_Policy_and_strategy-2015Gender_equality_and_the_environment_policy_and_strategy.pdf.pdf?sequence=3&isAllowed=y

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

The completed gender-responsive measures and, if applicable, actual gender result areas should be reviewed. (This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent).

v. Environmental and Social Safeguards

UNEP projects address environmental and social safeguards primarily through the process of environmental and social screening at the project approval stage, risk assessment and management (avoidance, minimization, mitigation or, in exceptional cases, offsetting) of potential environmental and social risks and impacts associated with project and programme activities. The Evaluation will confirm whether UNEP requirements⁵⁷ were met to: *review* risk ratings on a regular basis; *monitor* project implementation for possible safeguard issues; *respond* (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and *report* on the implementation of safeguard management measures taken. UNEP requirements for proposed projects to be screened for any safeguarding issues; for sound environmental and social risk assessments to be conducted and initial risk ratings to be assigned are evaluated above under Quality of Project Design).

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

Implementation of the management measures against the Safeguards Plan submitted at CEO Approval should be reviewed, the risk classifications verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. Any supporting documents gathered by the Consultant should be shared with the Task Manager.

vi. Country Ownership and Driven-ness

The Evaluation will assess the quality and degree of engagement of government / public sector agencies in the project. While there is some overlap between Country Ownership and Institutional Sustainability, this criterion focuses primarily on the forward momentum of the intended projects results, i.e. either a) moving forwards from outputs to project outcomes or b) moving forward from project outcomes towards intermediate states. The Evaluation will consider the engagement not only of those directly involved in project execution and those participating in technical or leadership groups, but also those official representatives whose cooperation is needed for change to be embedded in their respective institutions and offices (e.g. representatives from multiple sectors or relevant ministries beyond Ministry of Environment). This factor is concerned with the level of ownership generated by the project over outputs and outcomes and that is necessary for long-lasting impact to be realised. Ownership should extend to all gendered and marginalised groups.

vii. Communication and Public Awareness

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

The project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication

⁵⁷ For the review of project concepts and proposals, the Safeguard Risk Identification Form (SRIF) was introduced in 2019 and replaced the Environmental, Social and Economic Review note (ESERN), which had been in place since 2016. In GEF projects safeguards have been considered in project designs since 2011.

Strategy; Lessons Learned and Good Practice; Adaptive Management Actions should be reviewed. This should be based on the documentation approved at CEO Endorsement/Approval.

Section 3. EVALUATION APPROACH, METHODS AND DELIVERABLES

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

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

A desk review of:

- Relevant background documentation, inter alia [list];
- Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), the logical framework and its budget;
- Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence and including the Project Implementation Reviews and Tracking Tool etc.;
- Project deliverables: [list];
- Mid-Term Review or Mid-Term Evaluation of the project;
- Evaluations/reviews of similar projects.

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

- UNEP Task Manager (TM);
- Project management team, including the Project Manager within the Executing Agency, where appropriate;
- UNEP Fund Management Officer (FMO);
- Portfolio Manager and Sub-Programme Coordinator, where appropriate;
- Project partners, including [list];
- Relevant resource persons;
- Representatives from civil society and specialist groups (such as women's, farmers and trade associations etc).

(g) **Surveys** [provide details, where appropriate]

(h) Other data collection tools [provide details, where appropriate]

10. Evaluation Deliverables and Review Procedures

The Evaluation Team will prepare (set of deliverables and details to be confirmed the Evaluation Manager no later than during the finalization of the Inception Report):

- **A single Inception Report:** (see Annex 1 for a list of all templates, tables and guidance notes) containing an assessment of project design quality, a draft reconstructed Theory of Change of the project, project stakeholder analysis, evaluation framework and a tentative evaluation schedule.
- **A single set of Preliminary Findings Notes:** typically in the form of a PowerPoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings. In the case of highly strategic project/portfolio evaluations or evaluations with an Evaluation Reference Group, the preliminary findings may be presented as a word document for review and comment.

- **Draft and Final Evaluation Reports for each project:** containing an executive summary that can act as a stand-alone document; detailed analysis of the evaluation findings organised by evaluation criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.
- A Portfolio **Report**, (a 30-page report synthesising the learning from all 5 projects for wider dissemination through UNEP).

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

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

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

At the end of the evaluation process, the Evaluation Office will prepare a **Recommendations Implementation Plan** in the format of a table, to be completed and updated at regular intervals by the Task Manager. The Evaluation Office will track compliance against this plan on a six-monthly basis for a maximum of 12 months.

11. The Evaluation Team

For this Evaluation, the Evaluation Team will consist of a Principal Evaluator and one or two Evaluation Specialists who will work under the overall responsibility of the Evaluation Office represented by an Evaluation Manager Myles Hallin in consultation with the UNEP Task Managers: Saeeda Gouhari (Afghanistan); Tomas Marques (Bosnia and Herzegovina); Thierry De Oliveira (Cameroon); Francesco Gaetani (Haiti & St. Lucia) relevant Fund Management Officers and the Sub-programme Coordinator of the UNEP Science Division, CCCD, Jochem Zoetelief. The consultants will liaise with the Evaluation Manager on any procedural and methodological matters related to the Evaluation, including travel. It is, however, each consultant's individual responsibility (where applicable) to arrange for their visas and immunizations as well as to plan meetings with stakeholders, organize online surveys, obtain documentary evidence and any other logistical matters related to the assignment. The UNEP Task Manager and project team will, where possible, provide logistical support (introductions, meetings etc.) allowing the consultants to conduct the Evaluation as efficiently and independently as possible.

The Principal Evaluator will be hired over a period of 9 months March/2022 to December/2022 and should have the following: a university degree in environmental sciences, international development or other relevant political or social sciences area is required and an advanced degree in the same areas is desirable; a minimum of 8 years of technical / evaluation experience is required, preferably including evaluating large, regional or global programmes and using a Theory of Change approach; and a good/broad understanding of Global Partnerships and Climate Change related issues is desired. English and French are the working languages of the United Nations Secretariat. For this consultancy, fluency in oral and written English is a requirement and proficiency in X/knowledge of [language] is desirable. Working knowledge of the UN system and specifically the work of UNEP is an added advantage. The work will be home-based with possible field visits.

The Evaluation Specialist/s will be hired over a period of 9 months March/2022 to December/2022 and should have the following: an undergraduate university degree in environmental sciences, international development or other relevant political or social sciences area is required; a minimum of 2 years of technical/monitoring/evaluation experience is required and a broad understanding of Climate Change related issues is required. English and French are the working languages of the United Nations Secretariat. For this consultancy fluency in oral and written English is a requirement and proficiency in French is desirable. Working knowledge of the UN system and specifically the work of UNEP is an added advantage. The work will be home-based with possible field visits.

The Principal Evaluator will be responsible, in close consultation with the Evaluation Office of UNEP for overall management of the Evaluation and timely provision of its outputs, described above in Section 11 Evaluation Deliverables, above. The [Evaluation Specialist] will make substantive and high-quality contributions to the evaluation process and outputs. [The consultant/Both consultants] will ensure together that all evaluation criteria and questions are adequately covered.

Specifically, Evaluation Team members will undertake the following:

Specific Responsibilities for Principal Evaluator:

The Principal Evaluator will be responsible, in close consultation with the Evaluation Manager, for overall management of the Evaluation and timely provision of its outputs, described above in Section 11 Evaluation Deliverables.

Specific Responsibilities for the Evaluation Specialist:

The Evaluation Specialists will make substantive and high-quality contributions to the evaluation process and outputs. Both consultants will ensure together that all evaluation criteria and questions are adequately covered.

More specifically:

Inception phase of the Evaluation, including:

- preliminary desk review and introductory interviews with project staff;
- draft the reconstructed Theory of Change of the project;
- prepare the evaluation framework;
- develop the desk review and interview protocols;
- draft the survey protocols (if relevant);
- develop and present criteria for country and/or site selection for the evaluation mission;
- plan the evaluation schedule;
- prepare the Inception Report, incorporating comments until approved by the Evaluation Manager

Data collection and analysis phase of the Evaluation, including:

- conduct further desk review and in-depth interviews with project implementing and executing agencies, project partners and project stakeholders;
- (where appropriate and agreed) conduct an evaluation mission(s) to selected countries, visit the project locations, interview project partners and stakeholders, including a good representation of local communities. Ensure independence of the Evaluation and confidentiality of evaluation interviews.
- regularly report back to the Evaluation Manager on progress and inform of any possible problems or issues encountered and;
- keep the Project/Task Manager informed of the evaluation progress.

Reporting phase, including:

- draft the Main Evaluation Report, ensuring that the evaluation report is complete, coherent and consistent with the Evaluation Manager guidelines both in substance and style;

- liaise with the Evaluation Manager on comments received and finalize the Main Evaluation Report, ensuring that comments are taken into account until approved by the Evaluation Manager
- prepare a Response to Comments annex for the main report, listing those comments not accepted by the Evaluation Consultant and indicating the reason for the rejection; and
- (where agreed with the Evaluation Manager) prepare an Evaluation Brief (2-page summary of the evaluand and the key evaluation findings and lessons)

Managing relations, including:

- maintain a positive relationship with evaluation stakeholders, ensuring that the evaluation process is as participatory as possible but at the same time maintains its independence;
- communicate in a timely manner with the Evaluation Manager on any issues requiring its attention and intervention.

12. Schedule of the Evaluation

The table below presents the tentative schedule for the Evaluation.

Table 3. Tentative schedule for the Evaluation

Milestone	Tentative Dates
Evaluation Initiation Meeting	March 2022
Inception Report	April 2022
Evaluation Mission	N/A
E-based interviews, surveys etc.	May 2022
PowerPoint/presentation on preliminary findings and recommendations	July 2022
Draft report to Evaluation Manager (and Peer Reviewer)	August 2022
Draft Report shared with UNEP Project Manager and team	September 2022
Draft Report shared with wider group of stakeholders	October 2022
Final Report	November 2022
Final Report shared with all respondents	December 2022

13. Contractual Arrangements

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

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

Schedule of Payment for the Principal Evaluator:

Deliverable	Percentage Payment
Approved Inception Report (as per annex document #9)	40%
Approved Draft Main Evaluation Report (as per annex document #10)	30%
Approved Final Main Evaluation Report	30%

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Schedule of Payment for the Evaluation Specialist 1:

Deliverable	Percentage Payment
Approved Inception Report (as per annex document #9)	30%
Approved Draft Main Evaluation Report (as per annex document #10)	30%
Approved Final Main Evaluation Report	40%

Schedule of Payment for the Evaluation Specialist 2:

Deliverable	Percentage Payment
Approved Inception Report (as per annex document #9)	30%
Approved Draft Main Evaluation Report (as per annex document #10)	30%
Approved Final Main Evaluation Report	40%

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

The consultants may be provided with access to UNEP’s information management systems (e.g PIMS, Anubis, Sharepoint etc) and if such access is granted, the consultants agree not to disclose information from that system to third parties beyond information required for, and included in, the evaluation report.

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

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

ANNEX VII. QUALITY ASSESSMENT OF THE EVALUATION REPORT

ANNEX VIII. GEF PORTAL QUESTIONS

<p>Question: What was the performance at the project's completion against Core Indicator Targets?</p>
<p>Response: <i>Given the project's focus on a) strengthen institutional capacity on implementation of MEAs and b) awareness raising on MEAs (see sections 3.2, 5.4.3 and 5.9.1), it did not make a direct and measurable contribution to the GEF 7 Core Indicator Targets. Nonetheless, an indirect contribution was made through to improving the enabling environment with improving the access to environmental information and enhancing awareness. Thereby, the project contributed towards enabling better informed decision-making and facilitating the implementation of multilateral environmental agreements and achieving GEF Core Indicator Targets (see sections and 5.4.3)</i></p>
<p>Question: What were the progress, challenges and outcomes regarding engagement of stakeholders in the project as evolved from the time of the MTR?</p>
<p>Response: <i>The eight key partner agencies were closely involved in the elaboration of project activities and participation in project events such as capacity building and coordination. The relevant government institutions were also involved in data collection, development of IRIS, being members of the TWG and SC as well as the environmental management platform. Concerted effort was made to promote coordination and cooperation among the stakeholders vis-à-vis environmental data sharing, which resulted in the institutionalisation of a coordination platform on environmental management and coordination. However, the ownership of agencies varied especially after the change of project management with some partners rarely participating in the last part of the project implementation. (See section 5.4.1)</i></p>
<p>Question: What were the completed gender-responsive measures and, if applicable, actual gender result areas?</p>
<p>Response: <i>Since the project did not impact directly on people, it could in principle have been given a "not applicable" gender marking score, although approved before UNEP introduced gender marker scoring in 2017. The TWG was female lead. The PM staff had two female members out of five. In most events there were participation of 1/3 women and 2/3 of men. In the work with the CIGs in the three targets areas, the PM unit expressly promoted the participation in the composition of these community groups. (See paragraphs 99 – 102, 153 and section 5.8.4)</i></p>
<p>Question: What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval?</p>
<p>Response: <i>Given the project's focus on a) strengthen institutional capacity on implementation of MEAs and b) awareness raising on MEAs, no environmental or social risks were identified at design, during implementation or by the terminal evaluation. There was thus no need for implementing any environmental or social safeguards or mitigation measures. (See section 5.8.5)</i></p>
<p>Question: What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables?</p>
<p>Response: <i>The projects reached a wide range of stakeholders and beneficiaries from local communities to high level political decision-makers and private sector. It was through a series of workshops, seminars, visits to the target areas and meetings of which some were in National platform on environmental information exchange that the CB2 project disseminated knowledge and shared learning experiences. The documentation of knowledge and learning could have been more systematic and accessible. (See sections 5.4.1 and 5.8.7)</i></p>
<p>Question: What are the main findings of the evaluation?</p>
<p>Response:</p> <p>The project increased the level of awareness of MEAs and environment problems at the national level and in the selected pilot areas. It also improved coordination through institutionalisation of through an approved charter on establishing a national platform for environmental information exchange which still functions as a forum for stakeholders to meet and exchange view and information. (Section 5.4.1)</p>