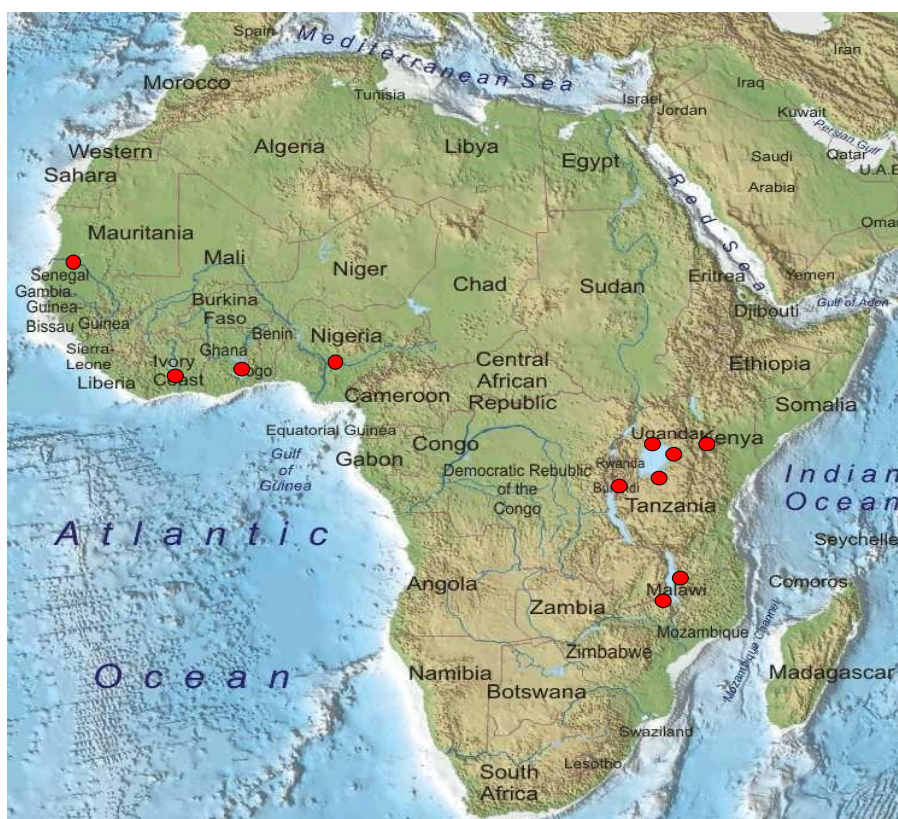


**Validated Terminal Review of the UNEP-GEF Project  
“Equatorial Africa Deposition Network Project  
(EADN)” - GEF ID 3401  
2011-2020**



**UNEP ECOSYSTEM DIVISION**

**July 2023**



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(Project Title: EADN – Equatorial Africa Atmospheric Deposition Network)

(Project number: 3401)

(Date: July/2023)

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## ACKNOWLEDGEMENTS

This Terminal Review report was prepared for UNEP by Julian K. Bagyendera, PhD, as an external consultant.

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

The reviewer would like to thank the project team, particularly Mr. Vincent Odongo Madadi, Operational Technical Manager, and Ms Jane Nimpamy Gubare, the Task Manager and Dr. Rastislav Vrbensky for their contribution and collaboration throughout the review process. Sincere appreciation is also expressed to the Project Steering Committee, represented by Mr. Daniel Olago, who took the time to provide comments on the draft report. The reviewer would also like to thank Focal Point Persons in the 8 out of 11 participating countries that availed time for the interviews [Burundi, DR Congo, Kenya, Malawi, Nigeria, Senegal, Tanzania, and Uganda].

The review consultant hopes that the findings, conclusions and recommendations will inform the design of future related projects in the same context and continuous improvement of similar projects in other countries and regions.

## BRIEF CONSULTANT BIOGRAPHY

Dr. Julian K. Bagyendera has over 27 years of work experience in conducting baseline, mid and end-term evaluations for programmes in Climate Change (CC), environment, agriculture, HIV/AIDS, population, reproductive health, malaria, socio-economic strengthening, social protection, education, gender mainstreaming and integration, human and child rights, governance, advocacy, private/public partnerships, capacity building and community development. She has a wealth of experience in managing complex programs with multiple implementers and funding agencies with particular reference to the World Bank, GEF, UNRCO, UNDP, UNEP, UNICEF, UNAIDS, UNFPA, UN Women, WHO, CDC, EU, USAID, DoD, US Embassy, Pearce Corps, Iris Group, DFID, DANIDA, SIDA, Italian Corporation and Irish Aid. She has international experience working in Uganda, South Africa, Kenya, Tanzania, Rwanda, P.R. China, Ethiopia, Liberia, Malawi, Côte d'Ivoire, USA, Thailand, Netherlands and Canada. As a team leader, she has worked as an international and national consultant for over 70 related assignments. She holds a PhD in Project Management, a Master's Degree in Business Administration (MBA), and Bachelor's degree in Social Sciences.

### **Review team**

Julian K. Bagyendera, PhD – Principal Reviewer

## ABOUT THE REVIEW

**Joint Review:** No

**Report Language(s):** English

**Review Type:** Terminal Review

**Brief Description:** This report is a Terminal Review of a UNEP/GEF - Equatorial Africa Deposition Network Project (EADN) Project ID: 3401, implemented between 2011 and 2020. The project's overall development goal was to 'establish a working dialogue between equatorial African Governments that focus on Transboundary transport of major macronutrients in view of creating regional cooperation to advocate for changes in national and regional rural development programs'. The review sought to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The review has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, and the relevant agencies of the project participating countries.

**Key words:** Equatorial, Atmospheric Deposition Network, Earth System Science, Aerosol Robotic, Track Scanning Radiometer, Precipitation, Clean Air, Airborne Parameters, Biogeochemical, Earth-Probe, Ozone, micrometeorological sites, macro-nutrients <sup>1</sup>

**Primary data collection period:** March-May 2023

**Field mission dates:** - N/A

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

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## LIST OF ACRONYMS

ACCESS	African Collaborative Center for Earth System Science
CAADP	Comprehensive African Agricultural Development Programme
CAL	Central Analytical Laboratory
EA	Expected Accomplishment
EADN	Equatorial Africa Deposition Network
EOU	Evaluation Office of UNEP
GE	Green Economy
GEF	Global Environment Facility
GAW	Global Atmosphere Watch
IDAF	Integrated Development of Artisanal Fisheries
KII	Key Informant Interviews
LVEMP II	Lake Victoria Environmental Management Project Phase II
MoU	Memorandum of Understanding
MoV	Means of Verification
MTR	Mid Term Review
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organisation
OAs	Operating Agencies
OVI	Objectively Verifiable Indicators
PM	Project Manager
PoW	Programme of Work
PRC	Project Review Committee (internal UNEP committee that approves new projects)
ProDoc	Project Document (must be reviewed by PRC before any project can be undertaken, with the approval of the managing division director)
QA	Quality Assurance
QC	Quality Control
RES	Regional Executive Secretariat
RSC	Regional Steering Committee
SC	Sustainable Consumption
SD	Sustainable Development
SDG	Sustainable Development Goals
SLM	Sustainable Land Management
TR	Terminal Review
TM	Project Manager
ToC	Theory of Change
ToR	Terms of Reference
UNCCD	United Nation's Convention to Combat Desertification
UNEP	United Nations Environment Programme
UNFCCC	United Nation's Framework Convention on Climate Change

## Project identification

**Table 1: Project Identification Table**

GEF ID:	GFL-2328-2770-4C24	3401	
Implementing Partners	UNU- International Network on Water, Environment and Health (UNU-INWEH)		
Relevant SDG(s):			
Sub-programme:	Ecosystem Management: LD-SP-1, IW: SP-2,; SP3: EAa (i,iii) and EAb (i,ii) 2018-2019 PoW and the 2018-2021 MTS	Expected Accomplishment(s):	EAa (i,iii) and EAb (i,ii) 2018-2021
UNEP approval date:	2 September 2011	Programme of Work Output(s):	PoW and the 2018-2021 MTS
<i>Expected start date:</i>	31 Oct 2011	<i>Actual start date:</i>	31 Oct 2011
<i>Planned completion date:</i>	30 June 2019	<i>Actual operational completion date:</i>	31 Dec 2020
<i>Planned project budget at approval:</i>	USD 1,865,000/	<i>Actual total expenditures reported as of [date]:</i>	USD 1,805,000/
<i>Planned Environment Fund allocation:</i>	N/A	<i>Actual Environment Fund expenditures reported as of [date]:</i>	N/A
<i>Planned Extra-Budgetary Financing:</i>	USD 1,865,000/	<i>Secured Extra-Budgetary Financing:</i>	USD 1,865,000/
		<i>Actual Extra-Budgetary Financing expenditures reported as of [date]:</i>	<b>Nil</b>
First disbursement:	27th October 2011	<i>Planned date of financial closure:</i>	30 <sup>th</sup> Sept 2023
No. of formal project revisions:	3	<i>Date of last approved project revision:</i>	20 Dec 2018
No. of Steering Committee meetings:	2	<i>Date of last/next Steering Committee meeting:</i>	Last: October 2013, Next: N/A
<i>Mid-term Review (planned date):</i>	August 2013	<i>Mid-term Review (actual date):</i>	Not done
<i>Terminal Review (planned date):</i>	31 Dec 2020	<i>Terminal Review (actual date):</i>	March - June 2023
Coverage - Country(ies):	11 Countries	Coverage - Region(s):	Equatorial Africa
Dates of previous project phases:	N/A	<i>Status of future project phases:</i>	N/A

## EXECUTIVE SUMMARY

### Project background

1. This is a report of the Terminal Review (TR) of the UN Environment Programme (UNEP)/ the Global Environment Facility (GEF) project "Equatorial Africa Deposition Network (EADN)" (hereafter called "EADN project"). The project was implemented between October 31 2011 and December 31 2020. The project's overall development goal was to 'establish a working dialogue between equatorial African Governments that focuses on Transboundary transport of major macronutrients in view of creating regional cooperation to advocate for changes in national and regional rural development programs.
2. The EADN project had six main components, 1) Quality Assurance (QA) and Quality Control (QC) 2) Training and Awareness, 3) Air and Precipitation Monitoring, 4) Database and Modelling, 5) Stakeholder Involvement, communication with policy/decision-makers and Information Dissemination and 6) Project Management.
3. The EADN was composed of five main entities: i) the EADN Regional Executive Secretariat (RES) within the African Collaborative Center for Earth System Science (ACCESS) in the University of Nairobi (UoN), Kenya (the executing agency), ii) the EADN Technical Committee, which was composed of OAs, scientists, technicians, policy-makers, and managers iii) the Operating Agencies (OAs), composed of universities or government environmental departments, that supported and operated one or more sites. The OAs were members of the EADN Technical Committee, which were responsible for overseeing the operation of each monitoring station. The university representatives were the focal points for each country. (iv) a Central Analytical Laboratory (CAL) and v) the EADN Regional Steering Committee (EADN RSC). The EADN worked with project sites in eleven (11) participating countries, namely Burundi, DR Congo, Cote d'Ivoire, Ghana, Kenya, Malawi, Mozambique, Nigeria, Senegal, Tanzania, and Uganda.

### This Terminal Review

4. The TR was undertaken between March and June 2023 using a mixed methodology entailing desk reviews, consultative meetings, and key informant interviews.

### Key findings

5. *Strategic Relevance* - The strategic relevance of the project was rated Highly Satisfactory. The project was aligned to the UNEP mandate, UNEP Midterm Term Strategy (MTS) and Programme of Work (PoW) Biodiversity (BD)-4, it contributed to the GEF strategic long-term Sustainable Land Management (SLM) objective and International Waters (IW) SO1 and GEF 5: Land Degradation Strategic Programme (LD-SP)-1, IW: SP-2, SP3: EAa (i, iii) and EAb (i, ii) 2018-2019 PoW and the 2018-2021 MTS, and directly contributed to Sustainable Development Goal (SDG) 14-14.5 and SDG 15-15.1. National governments of all participating countries had relevant policies to address the degradation of the quality of transboundary water resources. The EADN complemented initiatives on Agriculture and environmental issues. However, the project worked in a silo, with limited coordination and networking with relevant projects.
6. *Quality of Project Design* -The project design was rated Satisfactory; it had clear alignment and relevance to UNEP/GEF/Donor and global/national priorities and UN SOW stakeholder analysis

and identifying governance and supervision arrangements. However, the Prodoc contained no theory of change and was silent on gender and human rights issues.

7. *Nature of External Context* - Overall, no severe factors in the external context significantly affected project implementation, hence the rating of favourable. However, the project was constrained by poor infrastructure (roads, power, Internet, and phone network). The project ended before sample test results were available to participating countries to inform their policies and decision-making.
8. *Effectiveness* - Overall, effectiveness was rated Moderately Satisfactory. The project performance was moderate, with only 2 (20%) out of 10 outputs, and while 4 (27%) 15 outcomes had fully achieved the planned targets (100%).
9. **Availability of Outputs** - In assessing achievement of outputs, the consultant categorized the achievement rates based on UNEP Criterion Rating as follows; Highly Satisfactory = 100% of the planned outputs delivered fully, Satisfactory = 81-99%, Moderately Satisfactory = 61-80%, Moderately Unsatisfactory = 41- 60%, Unsatisfactory = 21-40%, Highly Unsatisfactory = Less than 20% of the planned outputs delivered fully.
10. Availability of outputs was rated Moderately Unsatisfactory. The project had 11 outputs, of which 5 (45%) were fully delivered (Highly Satisfactory = 100%); the remaining 6 outputs were partially delivered in varying ranges as follows; 4 outputs (61-80%), 1 output (41- 60%), and 1 output (21-40).

**Table 2: Achievement of Outputs**

Rating Criteria (%)	Achievement of Output Indicator Targets (# & %)	List of Outputs
100%	5 (45%)	Output 1.1, Output 1.2, Output 2.1, Output 4.2, Output 5.1
81-99%,	-	-
61 - 80%,	4 (36%)	Output 3.1, Output 3.2, Output 6.1 and Output 6.2
41- 60%,	1 (9%)	Output 4.1
21-40%,	1 (9%)	Output 5.2
Less than 20%	-	-
	Total= 11 (100%)	

11. **Achievement of Outcomes** - The achievement of outcomes, was rated Moderately Satisfactory based on UNEP Criterion Rating Matrix. Five (5) out of 15 project outcomes that are the most important to attain intermediate states, fully achieved, while the rest were partially achieved. Assumptions for progress from project outputs to project outcome(s) still hold, since all participating countries had relevant and related policies in place. Drivers to support transition from outputs to project outcome(s) were in place and they included the university scientists who were the focal points in all countries, and deposition sites were established in already existing government structures to ensure continuity.

**Likelihood of impact** - The Likelihood of impact was rated Moderately Likely. Drivers to support the transition from Outputs to Project Outcomes were partially in place. Assumptions for the change process from Outputs to Project Outcomes partially hold. Less than a third (27%) of the project Outcomes were fully achieved while more than half (53%) were partially achieved.

### *Financial Management*

12. **Project Financing** -The overall project budget was USD 5,108,746, comprising USD 1,865,000 (37%) from GEF and USD 3,243,746 (63%) from co-financing. Total expenditure for GEF funds of USD 1,798,500 (97%) was within budget, the remaining 3% was to cover the TR. Co-financing realized 2,230,948 (69% of the planned amount USD 3,243,747, only 3 out of 11 partners submitted co-finance reports.
13. **Financial management** was rated *Unsatisfactory*. UNEP financial management procedures were adhered to in the 1<sup>st</sup> four years of the project till 2014. Thereafter, poor handover procedures by the Task Manager affected the project; funds were not disbursed in accordance with cash advance requests and cash advances to partners were not approved on time. The project budget line expenditure variations exceeded the ceiling of 10%. The EADN project accounts were mixed with other project accounts, and either project would borrow from any other projects run by ACCESS. Actual expenditure against budget and workplan was not regularly analysed, quarterly expenditure reports were not submitted, and there were no budget revisions made for expenditure variations of 10% and above and as when relevant. Both the Project Manager (PM) and the Task Manager (TM) were aware of the project's financial status and the financial management issues facing the project. The project had no smooth hand over process from the previous TM to the new TM who only came on board in November 2017 after all the funds had been disbursed to the executing partner, after the project was expected to close.
14. **Efficiency** was rated *Moderately Unsatisfactory*. The project has had three no-cost extensions; it was initially planned to end in 2014 but went on up to 2020. The project experienced delays due to political instabilities in Côte d'Ivoire, Burundi and economic disruptions in Kenya following presidential elections. There were also delays in getting customs clearance for the importation of equipment which also affected site inspection, audit and ground installation. Further delays were encountered in re-designing atmospheric deposition equipment to be fully operated by solar-powered generators after establishing that existing electricity at the site was fluctuating and could not sustain the operation of the equipment.
15. Due to the delayed project completion, the project management personnel continued to be paid, and engagement with Toulouse Laboratory in France became expensive overtime before setting up the Central Analytical Laboratory (CAL) at the University of Nairobi, (UoN) and engagement with the consultant across the region increased due to need for data collection priority. Increased costs in these budget lines affected the training component which was side-lined and may affect the quality of results of the project and sustainability of the project outcomes since people were not trained.
16. **Sustainability** - Sustainability was rated *Highly Unlikely*. There was moderate ownership, interest and commitment among the government and other stakeholders; all participating countries are signatories to international conventions on environmental and had relevant national policies. Nearby communities embraced the project. However, the prioritisation of issues and national-level financial allocations need to match the commitments. The Quality Assurance (QA/ Quality Control (QC) strategies and sample testing require significant financial and human resources for implementation but there needs to be evidence that future required funding has been secured. Furthermore, the EADN project did not have an exit strategy with a financial component. The executing partner (ACCESS) office had not been functional since December 2020, and it was not clear whether it still exists, even the website link was off at the time of TR. There was an abrupt project closure with no proper close-out procedures. The project worked with very senior (mature in age) professors, most of whom had retired by TR and were no longer at the universities, hence limited institutional memory.

17. *Monitoring and Reporting* - Monitoring design and budgeting were rated Moderately Satisfactory. The logical framework captures most of the key elements of the Theory of Change (ToC) and had targets at output and outcome levels. An M&E budget was in place. However, the results framework needed to be better structured, it had more outcomes (15) than outputs (11), yet several outputs should contribute towards a few outcomes. Most of the outcomes do not reflect higher level results, but they are processes or milestones to get to the desired results, such as network established, project well managed, terminal review conducted.
18. The monitoring of project implementation was Unsatisfactory. The routine monitoring could have been more functional; participating countries mainly stopped at submitting samples and did not receive feedback on analysis of results and hence could not utilise monitoring data to inform relevant policies and strategies. Only two unverified steering committee meetings were held out of the planned annual meetings. Project reporting was Moderately Satisfactory. The semi-annual reports were deemed quite hectic by the project management due to the kind of work the project was doing; they hence resorted to reporting annually. Project reporting was not gender disaggregated.
19. *Factors Affecting Performance* - Factors that positively facilitated project performance included adequate preparation and readiness processes, including an inception meeting, an annual, costed workplan and a Steering Committee. High level of technical expertise university experts as key focal project persons. Good cooperation from the locals on the islands where the project sites were located; Malawi (Senga Bay), Kenya (Suba in Lake Victoria), who participated in guarding the facilities. The availability of basic infrastructure at the research centres/ project sites was beefed up to support project interventions. Adequate and timely financial support from UNEP. Teamwork and cooperation among participating countries during sample collection.
20. Hindering factors included laxity in project supervision, with the steering committee meeting only twice during the project life time of 9 years and with no minutes for evidence. No project coordination/ review meetings for participating countries. Working directly with universities and or research centres through ACCESS, whose existence beyond the project could not be confirmed, as opposed to working through line ministries/government research institutions /universities, hence jeopardising country ownership, driven-ness, and continuity. No deliberate public information/ awareness strategy aimed at disseminating project results and learning. The project was further affected by limited sample collection sites. For instance, despite the vast expanse of as the L. Victoria Basin, samples were only collected from one site, and yet significant representation would have been attained if more sites were covered. Reliance on one testing Laboratory in France rather than strengthening the capacity of those in the region. Poor transport and other infrastructure around the islands where sites were located. Political instabilities in Côte d'Ivoire, insecurity leading to samples being stolen in Burundi and economic post-election violence in Kenya following presidential elections caused some delays. Poor communication among the project implementers on project progress. Gender blind Prodoc, which trickled into implementation and reporting. Bureaucracies in procurement systems under the University of Nairobi (UoN) used by ACCESS to procure equipment.

## Conclusions

21. The EADN project was very relevant and well aligned with donor strategic priorities global, regional, sub-regional and national priorities. Overall, effectiveness was rated Moderately Satisfactory. Achievement of outputs was rated Satisfactory, achievement of project outcomes

was rated Moderately Satisfactory, while the Likelihood of impact was rated Moderately Likely. Only 5 (45%) out of 11 outputs, and 5 (33%) out of 15 outcomes were fully delivered (100%), and the ultimate goal of utilising the project sample collection results was not attained.

22. Financial management was moderately unsatisfactory, characterised with minimal adherence to UNEP Financial Management guidelines, including over-expenditure on most budget lines and no approved financial reports. The project had delayed completion with three no-cost extensions and also experienced delays in procuring project equipment due to the shift from hydro to solar systems, delayed customs clearance and political factors, The project further delayed because ACCESS had to rely on bureaucratic procurement systems of the University of Nairobi (UoN).
23. Sustainability is highly unlikely both on socio-political, financial and institutional fronts. Having worked with ACCESS as the executing partner, whose existence beyond the project life cycle could not be ascertained, instead of line ministries or universities and research institutions, jeopardises country ownership and sustainability. Additionally, having worked with universities and senior lecturers, most of whom have retired, makes institutional memory very short-lived. Lack of an exit strategy and proper project close-out processes left implementers in suspense regarding the project status.
24. The routine monitoring of project implementation was not very functional; participating countries mainly stopped at submitting samples and did not receive feedback on analysis results and hence could not utilise monitoring data to inform relevant policies and strategies. Other than the inception meeting, country focal points reported not participating in project review meetings. The laxity in project monitoring was further noted at the governance level, where only two EADN Regional Steering Committee meetings were held in 9 years, with the last one held in October 2013, as opposed to the planned yearly meetings and no minutes as evidence.
25. Several internal and external factors affected project performance, the credibility of ACCESS to sustainably transform the results into impact, country ownership and sustainability was constrained by partnering with universities as opposed to government ministries and agencies, unforeseen technological challenge of switching from hydro to solar lead to financial constraints and budget realignments. Poor coordination and limited communication to country focal points affected project monitoring and utilisation of project outputs to inform other project components. The EADN project was gender blind and hence not gender sensitive.

### Lessons Learned

26. Lesson 1: Transboundary interventions are informative and effective since pollutants are transboundary. Projects should be transboundary and involve several relevant governments and institutions.
27. Lesson 2: Strengthening institutional and technical capacity for national institutions to continue implementing project interventions such as testing and analysing the air and rainwater samples is essential for countries to have updated data to inform decision making. This calls for adequate investment in appropriate infrastructure and technical capacity within the region rather than transporting samples to France for testing.
28. Lesson 3: Thorough background check, due diligence and capacity assessment of institutions to engage as executing agencies for GEF is critical to identify credible institutions that can support sustainable project outcomes beyond the project closure.



29. Lesson 4: Regular communication and engagement of project participants are essential to foster the use of project data. Lack of feedback on progress and results leaves participants feeling they were only used to accomplish a specific task, rather than having a sense of ownership and talking authoritatively about the project's progress and its future.
30. Lesson 5: Silence on human rights and gender equity issues in project design documents and reporting templates creates a high likelihood of gender-blind implementation and reporting.
31. Lesson 6: It is important for the project design to consider the logical flow of all elements in the results framework to inform construction of transformatory theory of change.

### Recommendations

32. Recommendation 1: Strengthen project overall supervision and routine monitoring through regular steering committee meetings, at least once each year of project implementation and have minutes signed and filed. Institute semi-annual review meetings following the submission of semi-annual reports, to provide feedback to key stakeholders on project progress. Keep track of the higher lever project results to ensure that outputs translate into outcomes.
33. Recommendation 2: Sign Project Cooperation Agreement (PCA) with government institutions or other credible institutions for execution of GEF project for sustainability of programmes or outcomes.
34. Recommendation 3: Strengthen infrastructure at regional level and technical capacity to conduct laboratory tests and analysis of wet and dry deposition samples, such as the Central Analytical Laboratory (CAL) Regional Laboratory in Nairobi.
35. Recommendation 4: Revise GEF financial reporting templates to capture analysis by component, and provide hands-on training on revised templates to EA staff on data capture.
36. Recommendation 5: Develop an Exit Strategy with a financial component and phased sustainability project closure plan. Include an exit strategy in the project document and ensure that it is one the key deliverable in the PCA.
37. Recommendation 6: Strengthen gender integration and gender sensitivity programming in the Prodoc and conduct gender assessment during the inception phase. Revise reporting templates to include gender and human rights.

### Validation by the UNEP Evaluation Office

The report has been subject to an independent validation exercise performed by UNEP's Evaluation Office. The performance ratings for the UNEP-GEF project "Equatorial Africa Deposition Network Project (EADN)" set out in the Conclusions and Recommendations section, have been adjusted as a result. The overall project performance has been validated at the '**Unsatisfactory**' level.



## INTRODUCTION

38. This document presents the report for the Terminal Review (TR) of the UN Environment Programme (UNEP)/ the Global Environment Facility (GEF) project "Equatorial Africa Deposition Network (EADN)" (hereafter called "EADN project"). The EADN project secured a total budget of \$5,108,746 for 52 months. The project started on 31 Oct 2011 and ended 31 December 2020. The project's overall development goal was to 'establish a working dialogue between equatorial African Governments that focuses on Transboundary transport of major macronutrients in view of creating regional cooperation to advocate for changes in national and regional rural development programs.
39. The EADN project was designed along six main components, 1) Quality Assurance (QA) and Quality Control (QC) 2) Training and Awareness, 3) Air and Precipitation Monitoring, 4) Database and Modelling, 5) Stakeholder Involvement, communication with policy/decision-makers and Information Dissemination and 6) Project Management.
40. The EADN institutional context of the project was composed of five main entities: i) the EADN Regional Executive Secretariat (RES) within the African Collaborative Center for Earth System Science (ACCESS) located in the University of Nairobi (UoN), Kenya (the executing agency), ii) the EADN Technical Committee, which was composed of OAs, scientists, technicians, policy-makers, and managers iii) the Operating Agencies (OAs), composed of universities or government environmental departments, that supported and operated one or more sites. The OAs were members of the EADN Technical Committee, which were responsible for overseeing the operation of each monitoring station., iv) a Central Analytical Laboratory (CAL) and v) the EADN Regional Steering Committee (EADN RSC) composed of GEF Operational Focal Points of the participating countries, Director of ACCESS, Executive Secretary of LVEMP, Chair of EADN Technical Committee and representatives of UNEP/DGEF (Implementing Agency), and the STAP (Scientific and Technical Advisory Panel) of GEF. The EADN had eleven (11) participating countries, namely Burundi, DR Congo, Cote d'Ivoire, Ghana, Kenya, Malawi, Mozambique, Nigeria, Senegal, Tanzania, and Uganda.
41. The Terminal Review (TR) for the EADN was undertaken between March and May 2023. The target audiences for the results of this TR are UN Environment staff related to GEF projects, and TR offices, as well as participating countries. The TR aimed at encouraging reflection and learning, as well as accountability among UN Environment staff, the project management team at all levels especially the executing entity and key project stakeholders of the TR . The project stakeholders included selected universities and governments of the participating countries within the Equatorial African Deposition Network Countries as presented in 14. Table 4 shows roles of various stakeholders.
42. The purpose of the TR is in line with the UNEP Evaluation Policy and the UNEP Manual. The TR is undertaken at the completion of the project to assess project performance (considering relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The TR 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 Executing Agency. Therefore, the TR identified lessons of operational relevance for future project formulation and implementation. The TR targeted all 11 participating countries and covered the entire project period (2011-2020).

## TERMINAL REVIEW METHODS

43. The TR was undertaken through a highly participatory approach whereby key stakeholders were kept informed and consulted throughout the review process. The consultant maintained close communication with the UNEP Task Manager and the Project Management team and shared information at all stages of the review, including inception, data collection, analysis and report writing.

44. Both quantitative and qualitative review methods were used to obtain information on key review criteria (see Annex VI). The TR was undertaken using mixed methods entailing desk reviews, consultative meetings, and key informant interviews. The project M&E framework and the UNEP Review Criteria informed the TR questions presented in VI, which were used together with the standard UNEP guideline questions to assess the project, particularly the strategic relevance, effectiveness, efficiency, sustainability, and likelihood of impact. The findings of the review were based on the data collection methods discussed below.

### **a) Desk review of key documents**

45. The Terminal Review was informed by a review of relevant background documentation, including the Project Corporate Agreements, project documents, CEO Endorsement, Project Implementation Reports, Project Progress Report (PPR) and financial reports, and the terms of reference. The full list of key documents consulted is attached as Annex III.

### **b) Consultative meetings**

46. Individual and group consultative meetings were conducted with the UNEP Task Manager (TM), the UNEP finance team and the project management team. These meetings aimed at gaining concurrency on approach and methodology, key stakeholders to engage in the interviews, obtaining key documents, contacts for respondents and seeking clarifications. These consultations were virtual, conducted via Zoom, WhatsApp, email, and telephone.

### **c) Key Informant Interviews (KIIs)**

47. The KIIs were conducted among 15 key project stakeholders that comprised the EADN Regional Executive Secretariat within the African Collaborative Center for Earth System Science (ACCESS) in the University of Nairobi, Kenya; (ii) The EADN Technical Committee; (iii) The Operating Agencies (OAs), (iv) A Central Analytical Laboratory (CAL) and (v) EADN Regional Steering Committee (EADN RSC). Additionally, KIIs were conducted among the UNEP Task Manager and the financial management team. These interviews were individual and group, conducted virtually via Zoom, email, MS Teams and telephone. The list of individuals interviewed is presented in Annex II.

### **d) Validation workshop**

48. A validation workshop will be held with all key stakeholders to present preliminary findings and obtain their input before finalizing the report. The validation meeting will be held using virtual platforms such as Zoom, Microsoft Teams, or Google Meet. Feedback from the validation workshop and comments on the draft report will inform finalisation of the report and compilation of Annex I (Response to Stakeholder Comments)

### **e) Analysing Findings and Key Terminal Review Principles**

49. The review findings and judgments were based on sound evidence and analysis documented in the review report. To the greatest extent possible, information from the implementing

agency, Executing Agency and Operating Agencies (OAs) were triangulated; where this was not possible, the single source was acknowledged, while protecting anonymity. To catalyse learning for future programming, the reviewer went beyond the assessment of “what” the project performance was to provide a deeper understanding of the reasons behind (“why”) the performance. The reviewer examined baseline conditions while comparing the difference between what had happened with and what would have happened without the project. Where adequate information on baseline conditions, trends or counterfactuals was lacking, simplified assumptions were considered to enable the reviewer to make informed judgments about project performance. The UNEP Standard Scoring Tool was used to score the quality of the project design, and the UNEP Review Criteria and the Weighted Ratings Table were used to score the project performance.

**f) Ethical considerations**

50. During data collection, the reviewer ensured that confidentiality was maintained throughout the exercise. Consent was also obtained from the participants before any interview started. Discussions and interviews were stored in password-protected laptops, and the analysis of responses was not linked to respondents’ names.

**g) Limitations of the terminal review**

51. One of the main limitations of the study was that the overall Project Manager, who was also the head of the African Collaborative Center for Earth System Science (ACCESS), the Executing Agency, was reported not to be in a good health condition to allow him to attend consultations and interviews. The office was delegated to the Operations Manager to participate in the interview and provide contacts of the project focal points in different countries. However, the Operations Manager had limited information on some aspects of the projects management such as details of the M&E framework, reasons why some partners (World Bank and Rwanda) did not participate in the project and why analysis results were not shared with participating countries and reasons why there were no minutes of the steering committee. Additionally, some documents such as minutes of the Steering Committee, Agreements with operating agencies, financial closure report, signed expenditure report were not availed to the consultant.

52. The other limitation was that more than 80% of the contacts provided by the project management unit for the country focal points were dysfunctional. Even the emails for ACCESS were no longer functional. This was overcome by searching on the internet, but alternative contacts for Mozambique and Cote d’Ivoire were not obtainable on the net and they did not respond to more than 4 email reminders.

53. The project worked with university staff as project focal point persons in participating countries who were senior in career and age, most of whom have since retired. The retired officers were quite reluctant and not eager to respond to the interviews since they were no longer serving at the universities and no longer had access to official email addresses. The consultant used her negotiation skills to explain the importance of obtaining views from people who implemented the project to address the reluctance of targeted respondents to participate in interviews.

54. Language barrier was another challenge for Francophone countries that were not fluent in English. The consultant used Google Translate for questions not well understood by respondents in English.

55. The time lag between participation in project activities and the terminal review was very long; most of them reported having last interacted with the project in 2018, and after submitting the samples, there was no further communication from the project. As a result, most respondents could not recall well information about the project.
56. Most of the documents essential for the TR were not provided by the project management team despite several requests from the consultant. These included Steering committee minutes, sub-contracts with participating countries, inception workshop report, revised workplans and financial reports. As a result, the TR could not confirm most of the results reported in the PIR.

## THE PROJECT

### Context

57. The EADN was designed during the Nairobi Workshop in May of 2005, which led to a proposal for a network of sites and an assessment of appropriate methods for developing an EADN project. This was due to the gap in the information on the atmospheric deposition of nutrients and contaminants in Africa and to initiate a coordinated response to the concern of high atmospheric nutrient deposition rates, focusing on the impact on aquatic ecosystems.
58. Several studies in Central and East Africa, including those conducted within the context of GEF-supported projects on the African Great Lakes, have documented atmospheric deposition rates of nitrogen and phosphorus much greater than those in other parts the world. This atmospheric deposition significantly contributes to the nutrient loads of these aquatic systems, thus contributing to the negative effects of eutrophication. This is evident in Lake Victoria, including deoxygenation of deep waters, excessive growth of the invasive water hyacinth, and loss of biodiversity. Changes in Lake Malawi and Lake Tanganyika, which are deep lakes, have not been as dramatic, but there are indications that these lakes are also beginning to respond to increased nutrient loads.
59. The EADN project was designed to establish a network for monitoring the atmospheric transport and deposition of nutrients (phosphorus and nitrogen) in sub-Saharan Africa and to use the data collected by the network, along with model simulations driven by the data, to determine sources of atmospheric nutrients and their contribution to lake nutrient budgets.
60. The EADN project integrated the results of the second phase of the GEF-supported Lake Victoria Environmental Management Project (LVEMP II) to ensure that the data from the EADN is applied practically within the 11 countries. Further, the EADN project provided the driving force to mobilise governments to make regional efforts to address land use issues central to macronutrients that impact Lake Victoria.
61. The main objective of this project was to establish a working dialogue between equatorial African Governments that focus on the transboundary transport of major macronutrients in view of creating regional cooperation to advocate for changes in national and regional rural development programs. The EADN project included eleven (11) participating countries: Burundi, DR Congo, Cote d'Ivoire, Ghana, Kenya, Malawi, Mozambique, Nigeria, Senegal, Tanzania, and Uganda.
62. No severe factors in the external context significantly affected project implementation, although they caused some delays in project implementation. There was political turmoil in Cote d'Ivoire for one year and late in Kenya, as well as insecurity in Burundi, where some samples were stolen and the project had to recollect them and beef up security at the sites.

## Results Framework

63. The goal of the project was to establish a working dialogue between equatorial African Governments that focuses on Transboundary transport of major macronutrients in view of creating regional cooperation to advocate for changes in national and regional rural development programs<sup>2</sup>. The primary objective of the EADN project was to establish a network for monitoring the atmospheric transport and deposition of nutrients (phosphorus and nitrogen) in sub-Saharan Africa and to use the data collected by the network, along with model simulations driven by the data, to determine sources of atmospheric nutrients and their contribution to lake nutrient budgets. This statement was reformulated during the TR to align it with the project results to reduce macronutrient deposition in surface water, air and land within the Equatorial Region.
64. The originally stated components, outcomes, and outputs were rephrased and re-aligned during the TR inception phase to allow better capture and measure of the intended results and the pathways of change. These reformulated statements were later used to reconstruct the project's Theory of Change. The reformulated statements and expected project outcomes of each project component according to the Project Results Framework in the Project Design document are shown in Table 3. However, it should be noted that the project was designed to have one output for each outcome, yet in most cases, more than one outputs are needed for effective delivery of one particular outcome.

**Table 3 Original and revised project Components, outcomes and output statements with changes accepted as a result of recommendations made during the TR Inception**

Components	Original Outcomes	Reformulated statement of the outcomes	Original Outputs	Reformulated statement of the output
Component 1: Establish Quality Assurance and Quality Control Capacity	<p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>- Standardized sampling processes across the network.</li> <li>- Enhanced delivery of Strategic Investment Plan (SIP) Intermediate Result (IR) 4 (SIP IR 4) on generation and dissemination of targeted knowledge.</li> <li>- Establishment and strengthening of monitoring and evaluation systems at all levels.</li> </ul>	<p>Standardised sampling processes across the network are adopted.</p> <p>Monitoring and evaluation systems established and strengthened at all levels.</p>	<p><b>Output 1.1:</b> QA/QC Plan developed. Procedures documented.</p>	
Component 2: Training & Awareness	<p><b>Outcomes:</b> Network of specialists trained in QA/QC procedures,</p>	<p>Enhanced capacity for assessment and monitoring of atmospheric deposition</p>	<p><b>Output:</b> Training courses delivered on field instruments/ sample</p>	<p><b>Output 2.1:</b> Training courses delivered on</p>

<sup>2</sup> As stated in the original project documents.

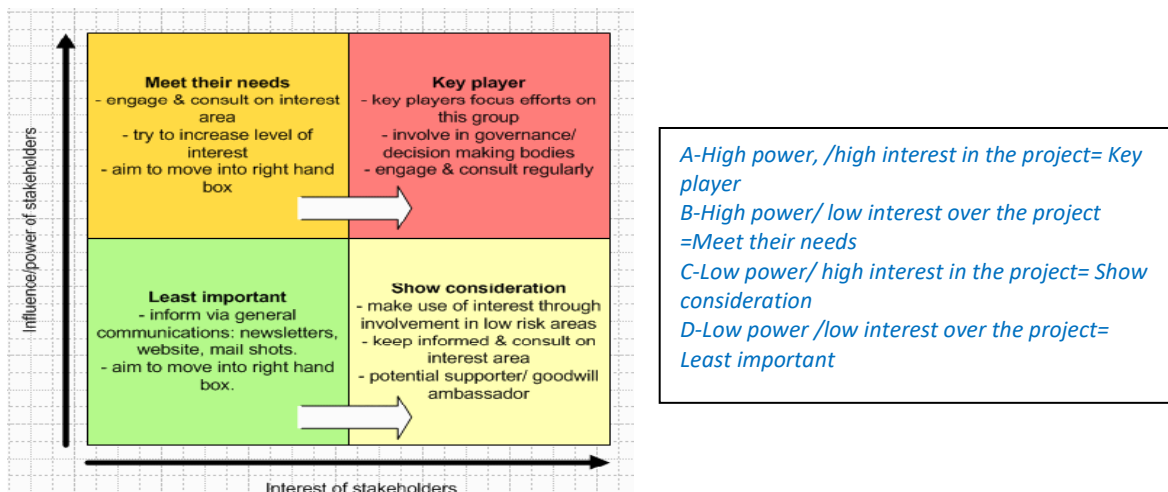
Components	Original Outcomes	Reformulated statement of the outcomes	Original Outputs	Reformulated statement of the output
	<p>including QA/QC auditing specialists.</p> <p>Enhanced capacity for assessment and monitoring of atmospheric deposition.</p> <p>Information derived from the EADN Project is taken into account for the development and/or modification of rural development strategies of the World Bank, UNDP and other ODAs operating in Equatorial Africa.</p> <p>Enhanced delivery of SIP IR 4 as in the above</p>		<p>collection; lab. analysis; auditing; atmospheric chemistry/ physics; atmospheric modeling.</p>	<p>field instruments/ sample collection; lab. analysis; auditing; atmospheric chemistry/ physics; atmospheric modeling.</p>
Component 3: Air and Precipitation Monitoring	<p><b>Outcomes:</b> A network established to monitor air and precipitation; Enhanced delivery of SIP IR</p>	<p>A network to monitor air and precipitation established and made functional</p>	<p><b>Output:</b></p> <ul style="list-style-type: none"> <li>- Estimates available of nutrient transport from and deposition to areas due to precipitation and airborne concentrations of target nutrients.</li> <li>- Collection of meteorological data necessary to run models.</li> </ul>	<p><b>Output 3.1:</b> Estimates on nutrients transport from and deposition to areas due to precipitation and airborne concentrations of target nutrients are made available and documented to inform establishment of the network.</p> <p><b>Output 3.2:</b> Meteorological data necessary to run models are collected inform establishment of the network.</p>
Component 4: Database and Modelling	<p><b>Outcomes:</b> Spatial analysis of atmospheric nutrient sources and sinks.</p>	<p>Spatial analysis of atmospheric nutrient sources and sinks enhanced.</p>	<p><b>Output:</b> Atmospheric deposition database set up.</p> <p>-Fully operational models of regional</p>	<p><b>Output 4.1:</b> A functional atmospheric deposition database is set up.</p>

Components	Original Outcomes	Reformulated statement of the outcomes	Original Outputs	Reformulated statement of the output
	Prediction of atmospheric nutrient deposition response to management scenarios.	Prediction of atmospheric nutrient deposition conducted in response to management scenarios strengthened	meteorology and atmospheric transport of various forms of phosphorus and nitrogen.	Models of regional meteorology and atmospheric transport of various forms of phosphorus and nitrogen made fully operational.
<b>Component 5: Stakeholder Involvement, communication with policy/decision-makers, and Information Dissemination</b>	<p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>- Increased understanding of issues as well as impacts on project/policy in rural areas along Lake Victoria and other African Great Lakes.</li> <li>- Enhanced delivery of SIP IR 2 on promoting effective and inclusive dialogue and advocacy and enabling policy conditions for SLM scale-up.</li> </ul>	Increased knowledge of issues and the impact of the project/ policy in rural areas along Lake Victoria and other African Great Lakes.	<p><b>Output:</b></p> <ul style="list-style-type: none"> <li>-Workshops and training sessions held.</li> <li>-Participation by technical staff in water conferences; EADN technical reports disseminated to stakeholders.</li> </ul>	<p><b>Output 5.1:</b></p> <ul style="list-style-type: none"> <li>- Participation by technical staff in water conferences;</li> </ul> <p><b>Output 5.2:</b> EADN technical reports disseminated to stakeholders.</p>
<b>Component 6: Project Management</b>	<p><b>Outcomes:</b> A successful project, thorough evaluation, and global awareness of the project tools.</p>	<ul style="list-style-type: none"> <li>- EADN Project website and database developed.</li> <li>-A successfully managed project implemented.</li> </ul> <p>Project objectives achieved in agreed timelines.</p>	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>- A workable project management structure, effective M&amp;E of the project, and wide dissemination of the project tools.</li> <li>- EADN Project website and database.</li> </ul>	<p><b>Output 6.1:</b> A project management structure was established and functional.</p> <p><b>Output 6.2:</b> An effective project M&amp;E system established.</p> <p><b>Output 6.3</b> EADN Project website and database established for awareness on application of the project tools</p>



## Stakeholders

65. This section looks at the levels of power and influence different stakeholders have over project results, outputs, outcomes, and impact. The EADN project was primarily involved in data gathering, and therefore it required collaboration among



multiple sectors and stakeholders over a large geographic area. The analysis of stakeholders during review focused on all levels of participation of stakeholders' potential roles and responsibilities during the project cycle from design, implementation, monitoring, evaluation, and learning and the implementation of the communication strategy. The level of power and influence was based on regional and national levels.

66. The detailed descriptions of stakeholder groups or stakeholder analysis carried out at the level of the project's project outcomes during the project design stages provided a starting point for this review to determine the Interest/Influence of each stakeholder group. Most stakeholders fall under the category of high power, high interest in the project as these were the relevant common characteristics in their roles/responsibilities, as shown in Table 4.

**Table 4: Type A stakeholders with high influence and interest during project implementation**

Type A Stakeholders	Description of the major role in the project
Government Agencies (Ministries of Environment in participating counties)	<ul style="list-style-type: none"> <li>• Provide sites for weather stations</li> <li>• Policy guidance</li> <li>• Provide co-financing</li> </ul>
Research Institutions (Universities and research centres in participating countries)	<ul style="list-style-type: none"> <li>• Training research assistants and other sample collectors</li> <li>• Responsible for sample collection and submission</li> <li>• Provide Co-financing to the projects (space, laboratories, personnel)</li> </ul>
Donor (UNEP-GEF)	<ul style="list-style-type: none"> <li>• Project financing</li> <li>• Overall monitoring</li> </ul>
ACCESS	<ul style="list-style-type: none"> <li>• Project implementation</li> <li>• Project monitoring and reporting</li> <li>• Project finance management</li> </ul>

*Other implementing partners involved in Agriculture and Natural Resources (Terr Africa, ACCESS, and LVEMP) Regional REC*

- Implementing commentary interventions collaborators in agriculture, aquatic resources, atmospheric chemistry and international atmospheric monitoring.
- Finalizing and adopting its own terms of reference, reviewing and approving the project's annual work plans and budgets, assessing progress in the project implementation and recommending necessary actions, measures to be taken towards smooth achievement of the project objectives, providing general guidance to the rec secretariat, monitoring, as appropriate, project activities, coordinating linkages and synergies with other existing or future projects and programmes, monitoring inputs of all partners, overseeing and coordinating the co-financing initiatives; approving technical reports and financial audits.

67. Important to note is that some partners envisaged to participate in the project during design, did not during implementation, and no sustentative explanation was given as to why they did not participate.

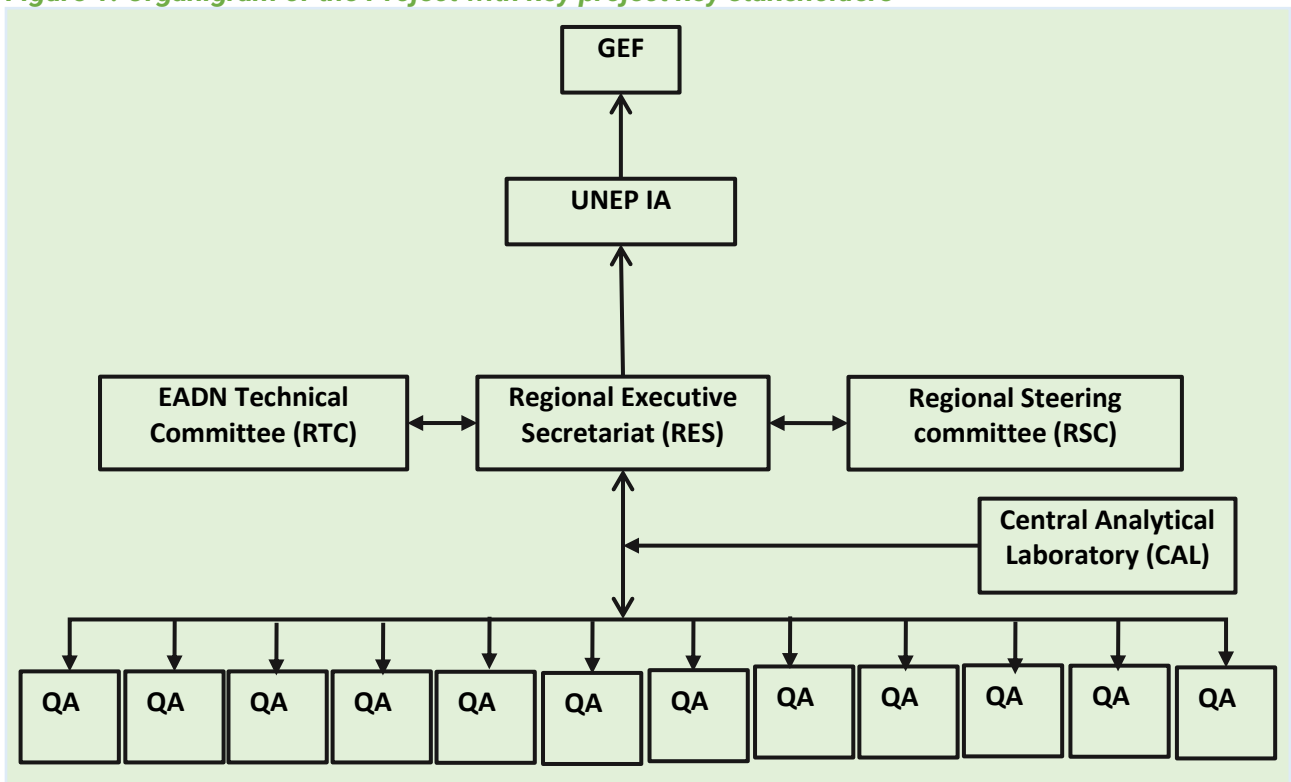
### **Project implementation structure and partners**

68. The EADN implementation structure designed was used during implementation and comprised five main entities: The EADN Regional Executive Secretariat (RES) within the ACCESS) located in the University of Nairobi, Kenya, the EADN Technical Committee (hosted and convened by RES), the Operating Agencies (OAs) located in participating countries, which oversee the operation of each monitoring station, a Central Analytical Laboratory (CAL) (located at UoN) and the EADN Regional Steering Committee (EADN RSC) (hosted and convened by RES).

69. The RES played a central role in facilitating financial management, procuring equipment for the CAL and Operating Agencies (OAs), overseeing the QA/QC program, overseeing site selection in collaboration with local OAs, and overseeing data management. The RES further served as the primary link between EADN and outside agencies. The Technical Committee provided guidance on all technical aspects of the project. The Technical Committee comprised of all site OAs, scientists, technicians, policymakers, and managers. The OAs collected and submitted samples to the CAL. The CAL analysed samples and provided analytical and QA/QC results to OAs, with copies to the RES. The CAL administered an internal QA/QC program with oversight from the RES. The Regional Steering Committee provided policy guidance and overall oversight of the project.

70. Engaging stakeholders and partners: Participation of partners and stakeholders in several stakeholder workshops staggered due to financial resources and balancing between project data collection and site equipment and operational activities.

Figure 1: Organigram of the Project with key project key stakeholders



## Changes in design during implementation

71. The TR was informed that the Mid Term Review was not conducted as had been planned in the Prodoc. The PIRs do not mention any major changes during project implementation.
72. Output level changes were noted on output 3 which encountered delays in implementation due to higher costs of procuring automatic dry and wet deposition monitoring equipment for all the 12 sites; the planned cost was higher than the project budget. Under the same output, the project encountered delays in installing wet and dry deposition due to the insecurity situation in Ivory Coast and delayed customs clearance. This also affected activity 12 under output 4, where delays in custom clearance of the wet and dry deposition equipment led to a late start for collecting wet and dry deposition samples until the end of July 2017. This later affected activity 11, which needed to obtain adequate wet and dry deposition data to validate the remote sensing data, as this was not accomplished. Specifically, under output 4 there were delays in developing the EADN website and database. Initially, EADN website was established and hosted at UN-WEIR, and this made it difficult to roll out.
73. Change of project implementation timeframe: The project has had three no-cost extensions; although the project was planned to end in 2014, it went up to 2020. The political instabilities in Côte d'Ivoire and later post-election violence in Kenya delayed customs clearance for the equipment importation, affecting site inspection, audit, and ground installation. Further delays were encountered in re-designing atmospheric deposition equipment to be entirely operated by solar-powered generators after establishing that existing electricity at the site was fluctuating and could not sustain operation of the equipment.

## Project financing

74. The overall project budget was USD 5,108,746, comprising USD 1,865,000 (37%) from GEF and USD 3,243,746 (63%) from co-financing. The total expenditure for GEF funds was within budget (97%), the remaining 3% was not disbursed to the Executing Agency, it remained at UNEP to cover the TR. Co-financing realized USD 2,230,948 (69)% of the planned amount.
75. The expenditure report was not analysed by component; GEF reporting templates do not have a provision for capturing data on expenditure by component. Therefore, the Executing Agency did not analyse the data by component, as shown in Table 5.

**Table 5: Budget at design and expenditure by components**

Component	Estimated cost at design (USD)		Actual cost/ expenditure (USD)		Expenditure (actual/planned)		ratio
	GEF Funds	Co-financing	GEF Funds	Co-financing	GEF Funds	Co-financing	
<b>Component 1: Quality Assurance (QA) and Quality Control (QC)</b>	373,500	745,200	Data not analysed by component	Data not analysed by component	Data not analysed by component	Data not analysed by component	
<b>Component 2: Training</b>	364,000	319,800					
<b>Component 3: Air and Precipitation Monitoring</b>	570,500	1,100,000					

<b>Component 4: Database and Modelling</b>	147,000	303,746				
<b>Component 5: Stakeholder Involvement and Information Dissemination</b>	260,000	275,000				
<b>Component 6: Project management</b>	150,000	500,000				
<b>Totals</b>	<b>1,865,000</b>	<b>3,243,746</b>	<b>1,805,000</b>	<b>2,230,948</b>	<b>97%</b>	<b>69%</b>

**Table 6: Planned and actual sources of co-financing**

Co-financing (Type/ Source)	Operating Agencies		DFID		UNU-INWEH		AGRA		TOTAL	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
<b>Cash</b>	412,920	-	791,026	-	250,000	-	-	-	1,453,946	-
<b>In-kind</b>	939,800	2,230,948	-	-	450,000	-	400,000	-	1,789,800	2,230,948
<b>Totals</b>	<b>1,352,720</b>	<b>2,230,948</b>	<b>791,026</b>	<b>-</b>	<b>700,000</b>	<b>-</b>	<b>400,000</b>	<b>-</b>	<b>3,243,746</b>	<b>2,230,948 (69%)</b>

## THEORY OF CHANGE

76. The Prodoc did not have an explicit project theory of change but is implied in the results framework and statement of how different interventions contribute towards achieving the final goal of the project, which is to establish a working dialogue between the Equatorial African Governments that focuses on transboundary transport of major macronutrients creating regional cooperation to advocate for changes in national and regional rural development programs. The review has therefore constructed the ToC as presented in Figure 2, which shows more complex interrelationships and change pathways.
77. The project's long-term goal focused on reducing macronutrient deposition in surface water, air and land within the Equatorial Region. The goal was to be achieved through the development and implementation of an atmospheric deposition network in equatorial Africa to determine nutrient deposition and, in particular, phosphorus, related to seasonal biomass burning. This change was meant to be reflected by accurately quantifying the atmospheric deposition rates of nitrogen and phosphorus to the African Great Lakes. This would result in establishing a number of monitoring stations around these lakes for determining how the deposition of these nutrients varies in space and time. Consequently, this contributed to the assessment of potential geographic sources of these nutrients and the mechanisms by which they are introduced to the atmosphere. This was to be achieved using atmospheric transport models, to assess spatial sources and transport routes, and using both spatial land use data and chemical tracers (e.g. major ion ratios) to determine source mechanisms.
78. The logical pathway in the theory of change for this project was based on the universal development approach and practice, also elaborated by Pirooska Bisits Bullen (2020). Figure 2 is a diagrammatic presentation of the pathway, which comprises a series of interconnectedness between project interventions, the outcome pathways, and anticipated impacts.
79. The Project interventions aimed at addressing the root causes/barriers to the prevailing environmental issues in the African Great Lakes region. The existence of high atmospheric nutrient deposition rates in Africa deteriorates water quality and loss of soil fertility in the African Great Lakes. The effects of nutrient loading on Africa's other Great Lakes, Tanganyika, and Malawi/Nyasa, have been less dramatic, partly due to the greater average depth of those lakes, resulting in longer response times to external perturbations. The source for elevated atmospheric loading rates for Nitrogen and Phosphorus in western Africa is Sahelian dust while savanna burning is the dominant source in Eastern and southern Africa. The sources of the atmospheric burden of particulates are regional and widespread and not just local or point sources. Soil nutrient depletion is high throughout much of Africa and is one of the major contributors to poor crop production and hunger. Biomass burning has also been a major source of atmospheric nutrients and contaminants.
80. Unfortunately, the Atmospheric transport of nutrients and contaminants has multi-sector implications. Therefore, the implementation of management strategies to address the atmospheric transport of nutrients and contaminants need to be multi-sectoral.
81. There are several barriers in the African Great Lakes region that the project sought to address to achieve the desired overall impact of the EADN project. The barriers are listed as: (i) Weak data for deposition on rain is based on manual collectors deployed at the beginning of each

rain event. (ii) Inaccurate manual measurements of dry atmospheric deposition (iii) Inadequate technical and institutional capacity for analysis of atmospheric transport of nutrients and contaminants. This is because it has received little attention from managers and policymakers in Africa both at the national and international levels; and (iv) Weaknesses in the coordination of transportation of atmospheric nutrient deposition rates in East and Central Africa, and their impact on the Africa Great Lakes.

82. Project introduced transformative actions under six main components: 1) QA and QC, 2) Training and Awareness, 3) Air and Precipitation Monitoring, 4) Database and Modelling, 5) Stakeholder Involvement, communication with policy/decision-makers and Information Dissemination and 6) Project Management.

83. The expected change included:

- Quality Assurance (QA) and Quality Control (QC)
- Capacity strengthening
- Air and precipitation monitoring
- Database and modelling
- Utilisation of information by policy/decision-makers and other stakeholders
- Achievement of project objectives through effective project management

84. The logical pathway encompasses the availability of information on nutrient sources and transport mechanisms that will be used to inform Sustainable Land Management (SLM) programmes at the national and regional scales. The overall expected change is the utilisation of information on atmospheric transport and deposition of nutrients (nitrogen and phosphorus) in Sub-Saharan Africa and use the data collected to determine sources of atmospheric nutrients and their contribution to lake nutrient budgets and to inform policy decisions in participating countries.

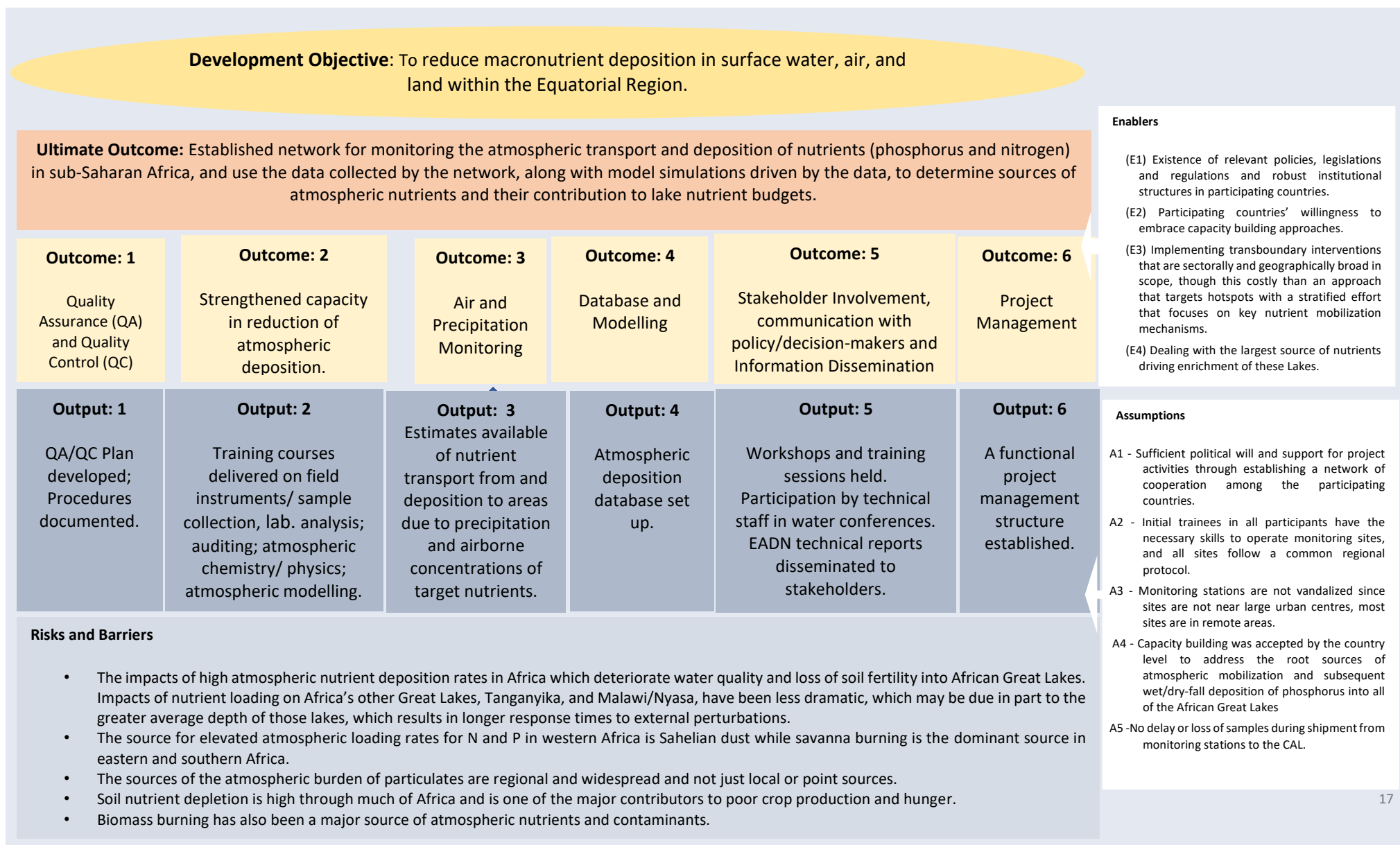
85. In the logical pathway, there are several drivers of change, both enablers (indicated in Figure 2 as E1, E2, E3 and E4) and underlying assumptions (A1 to A5) that contribute to the project's success. The main enablers include, (E1) the existence of relevant policies, legislations and regulations and robust institutional structures in participating countries. (E2) Participating countries' willingness to embrace capacity-building approaches. (E3) Implementing transboundary interventions that are sectorally and geographically broad in scope, though this is more costly than an approach that targets hotspots with a stratified effort that focuses on key nutrient mobilisation mechanisms (E4). Dealing with the largest source of nutrients driving enrichment of these lakes, the devastating symptoms of eutrophication (fundamental changes in the microflora and fauna including a shift to algal species that produce toxins, reduced light penetration into the water column, increased algal blooms and associated fish kills, etc.) continue and probably become worse. The main assumptions are:

- A1 - Sufficient political will and support for project activities through establishing a network of cooperation among the participating countries.
- A2 - The Initial trainees in all participants have the necessary skills to operate monitoring sites, and all sites follow a common regional protocol.
- A3 - Monitoring stations are not vandalised since sites are not near large urban centres, most sites are in remote areas.
- A4 - The countries accept capacity building to address the root sources of atmospheric mobilisation and subsequent wet/dry-fall deposition of phosphorus

into all the African Great Lakes and particularly Lake Victoria leading to continued eutrophication to a point likely to severely damage the ecological and productive value of these important water bodies.



**Figure 2: The Constructed Project Theory of Change**



## FINDINGS

### Strategic Relevance

#### Alignment to UNEP MTS, POW and Strategic Priorities

86. The project was well aligned to the UNEP mandate, UNEP Medium Term Strategy (MTS), Programme of Work (POW) BD-4: Mainstream biodiversity conservation and sustainable use in production landscapes, seascapes and production sectors as well as UNEP's policies and strategic priorities.

#### Alignment to Donor Strategic Priorities

87. The project contributed to the GEF strategic long-term objective: An enabling environment will place SLM in the mainstream of development policy and practice at regional, national and local levels; and IW SO1: To foster international, multi-state cooperation on priority water concerns. The project further contributes to the Strategic Programme for GEF 5: LD-SP-1, IW: SP-2: Reducing nutrient over-enrichment and oxygen depletion.

88. The EADN project directly contributes to the following GEF core indicator targets:

- Core Indicator 1: Terrestrial protected areas created or under improved management for conservation and sustainable use.
- Core Indicator 4: Area of landscapes under improved practices (hectares; excluding protected areas).
- Core Indicator 7: Number of shared water ecosystems (fresh or marine) under new or improved cooperative management.
- Core Indicator 9: Reduction, disposal/destruction, phase out, elimination, and avoidance of chemicals of global concern and their waste in the environment and processes, materials, and products metric tons of toxic chemicals reduced).

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

89. At the global level, the project directly contributes to SDG14-14.5 and SDG15-15.1: By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information. The relevant SDG-s indicators are:

- 14.5.1 Coverage of protected areas in relation to marine areas
- 15.1.2 Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type.

90. At the regional level, the EADN project focused on transboundary impacts to address nutrient hotspots. The project outcomes were to help Lake Victoria Basin countries address problems caused by significant quantities of phosphorus transported into the Basin from unidentified outside sources. The EADN project aimed at establishing a monitoring network in the region and standardised sampling and analytical methods, site location criteria, staff training, and organisation of a comprehensive QA/QC program amongst all sites and agencies involved in the monitoring network.

91. National governments of all participating countries had relevant policies to address the degradation of the quality of transboundary water resources caused mainly by pollution from land-based activities.

92. Agricultural communities are losing nutrients to the lakes; the project complements efforts to change land use practices to retain nutrients and increase food security. Additionally, once

the lakes are polluted, a deficiency of oxygen takes place; hence the fishermen and communities would lose out.

### Complementarity with Existing Interventions/ Coherence

93. The EADN project worked in complementarity with several initiatives such as Agriculture projects and those addressing environmental issues, particularly the TerrAfrica and the second phase of the Lake Victoria Environmental Management Project (LVEMP II). These initiatives conducted several studies on water quality, erosion, and circulation, which helped to understand nutrient movement. The project complemented research work with the universities and fishermen to confirm the death of fish in the Lagos Lagoon due to pollution. Agriculture activities were complemented by the EADN project to measure nitrates and pollutants and make informed decisions.
94. However, none of the countries participated in coordination and partnership meetings during the project implementation period. This implies that participating countries worked in silos with limited coordination and networking within the project among implementing countries and other related projects.

**Rating for Strategic Relevance: Highly Satisfactory**

### Quality of Project Design

95. The reviewer assessed the performance of the project design for 12 critical areas determining the soundness of the design. These areas with their scores and weights are summarised in [Table 7](#), and the total weighted score shows that the overall quality of the project's design is rated as Satisfactory.
96. The project design was robust, showing clear alignment and relevance to UNEP/GEF, global and national priorities. The design is thorough in stakeholder analysis and is vital in clarifying challenges in the operating context. The design also identified governance and supervision arrangements, knowledge transfer mechanisms, and proposed sound budgets and efficiency measures. However, the Prodoc is not elaborate on addressing sustainability concerns and showing the full spectrum of intended results and causality. Additionally, the Prodoc did not include the theory of change and was silent on gender and human rights issues. A summary of the project design quality assessment is presented in [Table 7](#).

**Table 7: Summary table for Project design quality assessment**

SECTION	RATING (1-6)	WEIGHTING	TOTAL (Rating x Weighting/10)
A Operating Context	4	0.4	0.16
B Project Preparation	4.5	1.2	0.54
C Strategic Relevance	6	0.8	0.48
D Intended Results and Causality	4	1.6	0.64
E Logical Framework and Monitoring	4.9	0.8	0.392
F Governance and Supervision Arrangements	6	0.4	0.24
G Partnerships	6	0.8	0.48
H Learning, Communication and Outreach	6	0.4	0.24
I Financial Planning/Budgeting	6	0.4	0.24
J Efficiency	4.25	0.8	0.34

K	Risk identification and Social Safeguards	5.3	0.8	0.424
L	Sustainability/Replication and Catalytic Effects	3.7	1.2	0.444
M	Identified Project Design Weaknesses/Gaps	5	0.4	0.2
			<b>TOTAL SCORE</b>	<b>4.82</b>

**Rating for Project Design: Satisfactory**

### Nature of the External Context

97. Overall, no severe factors in the external context significantly affected project implementation. The severe climatic events (hurricanes, droughts, floods etc.) that could affect project operations did not occur during the project period. However, floods occurred in Malawi Senga Bay after the project had closed in 2023, and the weather stations are getting submerged. The security situation was largely favourable and stable in most countries. However, there was political turmoil in Cote d'Ivoire for one year and post-election violence in Kenya which disrupted the implementation of activities. In Burundi, some samples were stolen, and the project had to recollect them and strengthen security measures at the sites. Economic and political context conditions were fairly favourable and stable, allowing efficient project operations. The COVID-19 pandemic started when most activities were completed.
98. However, the infrastructure (roads, power, internet, and phone network) was often not to the desired level of optimal functioning. The project had to switch from the original plan of using hydroelectric power to solar power due to frequent power outages, which had destroyed some existing equipment. Solar was expensive and involved an extra maintenance cost of hiring security guards to protect the solar panels. The islands had very poor roads that were often impassable, particularly during rainy seasons. The internet on the islands had limited coverage and unstable connectivity. The 2017 post-election violence in Kenya disrupted the economy, and activities such as installations and field visits were slightly delayed.

**Rating for Nature of the external context: Favourable**

### Effectiveness

99. Effectiveness assessed the level of success of the project in attaining the programmed outputs and achieving milestones as per the Project Design Document based on the information from the Project Implementation Reports (PIR) and interviews with partners and project staff.
100. Overall, effectiveness was rated Moderately Satisfactory. Achievement of outputs was rated Satisfactory, achievement of project outcomes was rated Moderately Satisfactory, while the Likelihood of impact was rated Moderately Likely.

<b>Effectiveness</b>	<b>Moderately Satisfactory</b>	<b>4.11</b>
<i>Availability of outputs</i>	<i>Satisfactory</i>	5

<i>Achievement of project outcomes</i>	Moderately Satisfactory	4
<i>Likelihood of impact</i>	Moderately Likely	4

### Availability of Outputs

101. In assessing achievement of outputs, the consultant categorised the achievement rates based on UNEP Criterion Rating Matrix as follows; Highly Satisfactory = 100% of the planned outputs delivered fully, Satisfactory = 81-99%, Moderately Satisfactory = 61-80%, Moderately Unsatisfactory = 41- 60%, Unsatisfactory = 21-40%, Highly Unsatisfactory = Less than 20% of the planned outputs delivered fully.

102. *Availability of outputs was rated Moderately Unsatisfactory.* The project had 11 outputs, of which 5 (45%) were fully delivered (Highly Satisfactory = 100%), the remaining 6 outputs were partially delivered in varying ranges as follows; 4 outputs (61-80%), 1 output (41-60%), and 1 output (21-40%), as shown in Table 8.

**Table 8: Summary Output Rating**

Rating Criteria (%)	Achievement of Output Indicator Targets (# & %)	List of Outputs
100%	5 (45%)	Output 1.1, Output 1.2, Output 2.1, Output 4.2, Output 5.1
81-99%,	-	-
61 - 80%	4 (36%)	Output 3.1, Output 3.2, Output 6.1 and Output 6.2
41- 60%,	1 (9%)	Output 4.1
21-40%,	1 (9%)	Output 5.2
Less than 20%	-	-
	Total= 11 (100%)	

### Availability of Outputs for Component 1: Establish Quality Assurance and Quality Control Capacity

#### Output 1.1: Development of QA/QC plan.

103. *This output was fully Highly Satisfactory.* This output was achieved through preparation of manuals and project plans, which were completed. The site review and initial monitoring were also completed by June 2013. The QA/QC was conducted through audits of laboratory and monitoring sites annually. Central Analytic Laboratory (CAL) was equipped with basic equipment and six (6) technicians trained on chromatography in December 2016. Regional laboratory analytical capacities were updated by training two (2) EADN staff on precipitation Chemistry analysis in Germany. CAL and two other regional laboratories participated in WMO/GAW inter-laboratory comparisons twice every year to audit their results.

#### Output 1.2: Documentation of procedures for all activities.

104. *This output was Highly Satisfactory.* This output was achieved through the preparation of manuals and project plans, which were completed by December 2011. Detailed regional laboratory assessment was completed and laboratories ranked and documented for step-by-step capacity building in July 2014.

### Achievement of Outputs for Component 2: Training and Awareness

#### Output 2.1: Training courses delivered on field instruments and sample collection; laboratory analysis; auditing; atmospheric chemistry/physics; atmospheric modelling.

105. *This output was Highly Satisfactory.* The training is reported to have been accomplished by training 6 auditors in the application of ISO 17025 laboratory accreditation standards. Twelve analytical technicians and specialists were trained in the basics of atmospheric chemistry, meteorology, and biogeochemistry, while four (4) experts were the target number

for model operators. Required adequate wet and dry deposition data and quality meteorological data for modelling. Although the sites needed functional CAL in the 8<sup>th</sup> month of the project implementation, this was not yet in place since the data collection was delayed. Yet, three sites required adequate and quality wet and dry deposition data. The training on wet and dry deposition measurements and operational maintenance was also conducted later in June/July 2017 for the Operators and Supervisors of the three superstations.

### **Achievement of Outputs for Component 3: Air and Precipitation Monitoring**

Revised Output 3.1: Estimates on nutrients transported from and deposited to areas due to precipitation and airborne concentrations of target nutrients were made documented and available.

106. *This output was Moderately Satisfactory.* The application of wet and dry atmospheric deposition data was needed to validate the remote sensing data. This was not achieved therefore consequently affected the modelling of atmospheric deposition data to atmospheric transport models. All the three superstations were equipped and installed with Laptops for retrieving data for automatic data loggers. Mini laboratories were established at each of the three superstations equipped with meters for conductivity, pH and Analytical balances for wet and dry deposition recording. Sites were equipped with freezers for storage of samples. The three superstations were equipped with dual solar power panels and batteries, installed, and running to power the wet and dry deposition equipment.

Revised Output 3.2: Meteorological data are necessary to run models collected.

*This output was Moderately Satisfactory.* The collection of meteorological data necessary to run models from each of the 12 sites was affected by the cost which was higher to install automatic dry and wet deposition equipment in all the 12 sites compared to the project budget. The laboratory review and initial testing were delayed due to the tight schedule for the trainers who were supposed to come from Toulouse to conduct training at the central analytical laboratory in Kenya.

### **Achievement of Outputs for Component 4: Database and Modelling**

Revised Output 4.1: Fully operational models of regional meteorology and atmospheric transport of various forms of phosphorus and nitrogen.

107. *This output was Moderately Unsatisfactory.* The wet and dry deposition sampling at the three superstations provided initial data to be correlated with remote sensing data. However, the additional data that was supposed to be available by end of 2017 to enable the application of remote sensing for the estimation of fluxes was not provided.

Revised Output 4.2: A functional atmospheric deposition database set up.

108. *This output was Highly Satisfactory.* The functional database suitable for deposition monitoring was established by the project, among others the database had EADN reports and publications. The EADN project website was completed and populated with EADN reports and documents in 2015. However, initially, the EADN website was established and hosted at UN-WEIR and this experienced delays and limitations in rolling out this activity. The EADN interim monitoring report was produced in June 2015 while a comprehensive passive gas sampling report was developed by end of 2017.

109. However, the link to the website and database provided to the consultant was not functional, depicting a sustainability challenge.

**Achievement of Outputs for Component 5: Stakeholder Involvement, communication with policy/decision-makers and Information Dissemination**Revised Output 5.1: Participation by technical staff in water conferences.

110. *This output was Highly Satisfactory.* The EADN project held workshops and training sessions with stakeholders in June 2015. However, the final workshop that was planned for March 2019 to discuss the EADN monitoring data and activities was not conducted. The final report on wet and dry deposition to facilitate discussion on way forward for the management of dry deposition and land degradation strategies was not available.

Revised Output 5.2: EADN technical reports are disseminated to stakeholders.

111. *This output was Unsatisfactory.* According to PIR 2018, communication linkages with regional stakeholders and government's/ universities were continuous throughout the project. However, participants interviewed noted that they were not in touch with the project management team since the submission of samples. This could be due to a number of stakeholder workshops that were not conducted due to limited financial resources following re-allocation of funds to other activities (project data collection and site equipment and operational activities). Communication with GEF national focal points was continuous through email updates on project activities to minimize face-to-face workshops and costs.

**Achievement of Outputs for Component 6: Project Management**Revised Output 6.1: A functional project management structure was established.

112. *This output was Moderately Satisfactory.* The RES coordinated implementation of project activities by participating countries. The RES established communication linkages between EADN and other regional stakeholders. However, the RES did not conduct budget review meetings, project review meetings and did not maintain regular communication with implementors during the project period. Most respondents were not aware about whether the project had closed or still on going.

Revised Output 6.2: Effective project M&E system was established.

113. *This output was Moderately Satisfactory.* The EADN project had a results framework with a hierarchy of results and respective indicators and targets. The project had an M&E budget though the implementation and achievement of M&E activities was weak. The EADN project only conducted two regional steering committees and a technical committee meeting during the entire project period. The first was conducted in October 2013 and the second was conducted in March 2019. The EADN project only prepared Project Implementation Reports for the period from 2013 to 2018, however the project did not prepare Project Progress Reports for the entire period of the project.

**Achievement of Project Outcomes**

114. Following a revision of the various project outcomes in the Reconstructed Theory of Change (with appropriate justifications), the following fifteen outcomes were assessed.

*Achievement of Direct Outcomes*

115. The achievement of outcomes, was rated Moderately Satisfactory based on UNEP Criterion Rating Matrix. Five (5) out of 15 outcomes project outcomes that are the most important to attain intermediate states, fully achieved, while the rest were partially achieved. Assumptions for progress from project outputs to project outcome(s) still hold, since all participating countries had relevant and related policies in place. Drivers to support transition from outputs to project outcome(s) were in place and they included the university

scientists who were the focal points in all countries, and deposition sites were established in already existing government structures to ensure continuity. The detailed achievement of outcomes are discussed below.

**Revised Outcome 1:** Standardized sampling processes are applied across the network.

116. *This outcome was fully achieved.* The EADN participating countries indicated that several of them had QA/QC programs in place for production of data along with QA/QC metadata by monitoring sites (Operating Agencies) and the Central Analytical Laboratory. Other programs that provided support for QA/QC included Lake Victoria Environmental Management Project Phase II (LVEMP II), Integrated Development of Artisanal Fisheries (IDAF), and Global Atmosphere Watch (GAW.) QA/QC protocols were developed for sampling and laboratory procedures however, some laboratories in individual countries followed QA/QC protocols set as part of country agencies (e.g. Bureau of Standards). The QA/QC audits were conducted annually in the sampling sites for dry deposition and central analytical laboratory applied QA/QC protocols.

**Revised Outcome 2:** Enhanced delivery of SIP IR 4 on generation and dissemination of targeted knowledge.

117. *This outcome was partially achieved.* The operators of the super stations for atmospheric deposition monitoring in Kenya, Malawi and Ivory Coast received training in June-July 2017 and standardized site operation manual was also provided for each Superstation. In addition 2 technical staff of EADN received a training in precipitation Chemistry in October/November 2016.

**Revised Outcome 3:** Monitoring and evaluation systems were established and strengthened at all levels.

118. *This outcome was partially achieved.* A central analytical laboratory at UON was established, refurbished and equipped with ion chromatography, and selected basic equipment. Assessment of regional laboratory capacities, equipment, personnel and infrastructure was conducted as well as equipment gaps and prioritization. Laboratory training was conducted in December 2015 which was complemented by CAL staff participating in World Meteorological Organisation (WMO) and GAW proficiency tests.
119. The EADN project established an atmospheric deposition Database and set up and information was regularly updated. However, there is no evidence of the database, since the link provided was not functional.
120. The PSC was constituted but it was not fully functional to perform its monitoring responsibilities. The PSC only met twice during the life of the project implementation and there is no evidence such as minutes from the meeting. Ultimately, the data was not disseminated during the project implementation, yet this was critical for the sites.

**Outcomes 4:** Network of specialists trained in QA/QC procedures, including QA/QC auditing specialists.

121. *This outcome was fully achieved.* Training in sample collection and analysis, water chemistry analysis, and data analysis was provided within the context of LVEMP II, IDAF, and GAW. The Nile Basin Development Initiative (NBI) trained on the component of water resource management.

The EADN project trained at least 12 Field operators and supervisors on operation and maintenance of automatic Atmospheric wet and dry deposition equipment, and biogeochemistry while four (4) were trained as model operators. The trained model operators were able to apply QA/QC procedures. Two technical members of EADN were



trained in Germany on Atmospheric chemistry and precipitation chemistry monitoring and analysis.

**Outcomes 5:** Enhanced capacity for assessment and monitoring of atmospheric deposition.

122. *This outcome was fully achieved.* Enhanced capacity for assessment and monitoring of atmospheric deposition was conducted and all the planned six (6) auditors were trained in application of the ISO 17025 Laboratory Accreditation standard. Additionally, all the planned twelve (12) field operators and supervisors were trained on chemistry measurement of pH and conductivity and sample handling at each the 3 super stations. In 2015, six (6) Laboratory technicians and staff were trained on the operation of ion chromatography, reverse osmosis water purification and laboratory maintenance at EADN CAL laboratory. Thirty six (36) field operators were trained in collection of atmospheric gas by passive sampling technique in 2012/2013.

**Outcomes 6:** Information derived from the EADN Project is taken into account for the development and/or modification of rural development strategies of the World Bank, UNDP and other ODAs operating in Equatorial Africa.

123. *There was no evidence that this outcome was achieved to any extent.* The results of sample testing analysis and reports were not disseminated to participating countries and hence no use had taken place.

**Outcomes 7:** A network established to monitor air and precipitation.

124. *This outcome was fully Achieved.* Monitoring the production of quality-assured meteorological data was carried out within IDAF (West Africa), GAW (greenhouse gases), and individual research/monitoring projects (e.g. wet deposition of nutrients near Lake Kivu, measured by CRNS in DRC). The first EADN interim monitoring report for passive atmospheric gases was produced in June 2015. However, the final report which was planned to be prepared upon completion of analysis by March 2019 was not prepared and or shared with participating countries.

125. Establishment of a fully functional monitoring network for atmospheric deposition applying QA/QC protocol was achieved with some delays and limitations. The EADN project installed three (3) superstations with fully operational, well equipped automatic meteorological stations, automatic dry and wet deposition monitors in July 2017. Each station was equipped with independent solar power generators and dual batteries. Operators received training on operation and maintenance of the wet and dry deposition, automatic metrological stations, data retrieval and data banking in June-July 2017. The 12 passive gas monitoring sites were maintained in each of the 11 countries for future capacity building and upgrading.

**Revised Outcomes 8:** Spatial analysis of atmospheric nutrient sources and sinks conducted.

126. *This outcome was partially achieved.* The atmospheric deposition samples from Operating Agencies were sent to the Central Analytical Laboratory in Nairobi Kenya. Water-quality monitoring in lakes and tributaries was performed by a large number of government agencies, and within the context of some development projects, including LVEMP II.

127. The EADN project established a central analytical laboratory following QA/QC protocol, the laboratory space was refurbished and equipped with basic equipment for atmospheric deposition analysis in 2015. The QA & QC were updated, and technicians received training.

The CAL received the first set of wet and dry deposition samples from October 2018 for analysis. The CAL and two other regional laboratories participated in WMO/GAW inter-laboratory comparison in preparation to analyze EADN network samples. Analysis of initial passive atmospheric gas samples were conducted at Toulouse Laboratory in France. However, all the reports produced from the results of analysis were not shared with participating countries during the project period. Two EADN experts were trained in Germany on precipitation chemistry, sampling, analysis and WMO protocols in October/November 2016, May and October 2017, and May and October 2018.

128. The production of quality-assured atmospheric deposition data by the central analytic laboratory was enhanced when QA/QC for central analytic laboratory was updated to new equipment since before analysis of water samples was conducted by different laboratories with less comparability of results.
129. There was no adequate data on atmospheric deposition of nutrients into the sub-Saharan Africa Great Lakes and therefore percentages of new estimations of inputs of macronutrients (and particularly phosphorus) into African Lakes resulting from atmospheric deposition was not computed. The EADN project installed samplers in twelve (12) sampling sites and were operational within 24 months. However, the quality of data produced by EADN to support estimation of atmospheric deposition and identification of the critical sources of nutrients in sub-Sahara Africa was not sufficient because of the missing variables in the analysis.
130. **Outcomes 9:** Prediction of atmospheric nutrient deposition conducted in response to management scenarios.
131. *This outcome was partially achieved.* Installation of the 1<sup>st</sup> wet and dry deposition superstations in Equatorial Africa was completed at three sites in July 2017. One-year cycle of sampling had been completed in October 2018 and samples were analyzed, however the final report was not prepared. The EADN also trained Operators on collection of samples and how to estimate macronutrients deposits (and particularly phosphorus) in African Lakes.
132. **Revised Outcomes 10:** Increased knowledge of issues and the impact of the project/ policy in rural areas along Lake Victoria and other African Great Lakes.
133. *There was no evidence that this outcome was achieved.* The project results were not disseminated to participating countries to influence policy and create awareness among rural communities along Lake Victoria and other African Great Lakes regions.
134. **Outcomes 11:** Enhanced delivery of SIP IR 2 on promoting effective and inclusive dialogue and advocacy and enabling policy conditions for SLM scale-up.  
There was no evidence that this outcome was achieved to any extent.
135. **Revised Outcomes 12:** Wide dissemination of the project tools. EADN Project website and database developed.
136. *This outcome was partially achieved.* The EADN website was established and populated with project documents, activities, and reports. The website for EADN was hosted by the EADN secretariat at ACCESS. The modifications were made to update the database to make it relevant to atmospheric nutrient transport within context of the EADN project
137. However, the arrangement to collect remote sensing data and produce the report to compare with the Atmospheric deposition of nutrients from the region was not done. The

EADN project was expected to collect data, which was to validate the remote sensing data and atmospheric transport modelling. This was supposed to be updated on the website to enhance the sharing of atmospheric deposition data and information. The EADN project did not achieve this deliverable. As discussed in the previous subsections, the EADN project had nonfunctional communication and weak coordination arrangements

**Outcome 13:** A successfully managed project was implemented.

138. *This outcome was partially achieved.* The EADN project started well with the establishment of appropriate project management structures and implementation arrangements. However, there was no evidence that sub-contracts were signed with operating countries, and acknowledgement of funds received on file by participating countries. The EADN project had nonfunctional communication and weak coordination arrangements as discussed in the previous subsections. Additionally, funds were re-allocated across budget lines without written approvals and all the funds were spent before submitting all deliverables.

**Outcome 14:** Terminal review conducted.

139. *This outcome was fully achieved,* this TR report is evidence to this achievement.

**Outcomes 15:** Global awareness and application of the project tools.

140. *This outcome was partially achieved.* The EADN data was presented in more than 8 international and regional Conferences. The data was further disseminated through the EADN website.

### Achievement of Likelihood of Impact

141. The EADN project has a moderate likelihood of impact. Drivers to support transition from Outputs to Project Outcomes are partially in place, such as the relevant environmental protection policies and frameworks at regional and national levels. Assumptions for the change process from Outputs to Project Outcomes partially hold such as the embracing of regional coordination of environmental policies and Multilateral and bilateral donors are therefore allocating more of their resources to development in rural areas.
142. Slightly over a third (33%) of the project Outcomes were fully achieved. The most important project outcomes to attain intermediate states/impact were achieved. These include standardized sampling processes are applied across the network, spatial analysis of atmospheric nutrient sources and sinks conducted. Prediction of atmospheric nutrient deposition conducted in response to management scenarios, a network established to monitor air and precipitation and terminal review conducted.

<b>Rating for Effectiveness:</b>	<b>Moderately Satisfactory</b>
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## Financial Management

### Adherence to UNEP's Financial Policies and Procedures

143. For the period 2011 to 2012, funds requested by the executing agency were disbursed within two weeks, as per UNEP Financial Management guidelines. Thereafter, funds were not disbursed in accordance with cash advance requests. For example, on 17 May 2013, UNEP disbursed USD 392,415 against a fund request of USD 173,755. On 5 June 2014, UNEP disbursed USD 600,000 against a fund request of USD 121,305, which is more than four times above the request. The quarterly analysis of actual expenditure against the

budget and workplan was not done, there is no evidence of quarterly reports submitted to and approved by UNEP. The project has had three no-cost extensions, but on the three occasions, there were no budget revisions made. The project did not prepare any quarterly budget narrative reports and therefore the TR could not ascertain the adherence to the guidance on expenditure variations of 10% and above.

144. The design document set out that the Regional Executive Secretariat would set up and manage the Grant Special Account, disburse funds to participating organizations and submit claims to UNEP for replenishment of the Special Account according to UNEP procedures. However, the Grant Special Account for GEF funds for the EADN project was not opened. The EADN project accounts were mixed with other project accounts and either project would borrow from any of the other projects run by ACCESS.

### **Completeness of Financial Information**

145. The design document had a detailed section of project financing and budget. Both GEF funds and co-financing were analysed by component and the major sources and type of co-finance raised were clearly indicated. Both GEF funds and co-financing were further broken-down by component and activity/ UNEP budget line.
146. The project has had three no-cost extensions. The initial PCA was signed on 27<sup>th</sup> October 2011 for a fifty-two months' period ending on 26 February 2016. The 1<sup>st</sup> no-cost extension was made on December 24 2015, covering a one-year period from February 27 2016 to February 26 2017. Thereafter, there was an unexplained six months' period until August 31 2017, when a new PCA was signed for a twenty-two months' period to June 30 2019. On December 20 2018, the project was further extended for an eighteen months' period from June 30 2019 to December 31 2020. On all occasions, there were no budget revisions approved by UNEP.
147. The EADN project provided some relevant legal documents such as the PCA, but not all relevant documents were in place. The PCA and some respective amendments were available, but signed copies of amendment of the 1<sup>st</sup> no-cost extension made on December 24 2015, covering one year from February 27 2016 to February 26 2017 was not provided. Agreements with subcontractors (operating agencies) were also not provided. Proof of funds transfer, both from UNEP to the executing agency and from the executing agency to subcontractors were not available.
148. A significant number of operating agencies and partners did not honour their pledged co-finance. Out of 11 operating agencies, only 3 (Côte d'Ivoire, Malawi Senga Bay and Kenya Suba), submitted draft co-financing reports. There were no signed co-financing reports availed to the consultant. Cash co-financing was not realised.
149. A summary of annual expenditure reports (2011 to 2020) analysed by year and by activity was provided to the consultant, however, the report is in draft form and was not approved by UNEP. This implies that UNEP advanced funds to the executing agency when it had not submitted expenditure reports. The expenditure report was not analysed by component, GEF reporting templates do not have a provision for capturing data on expenditure by component, therefore the executing agency did not analyse the data by component.
150. The project was audited annually by an independent auditor 'Victor O.O and Associates' Certified Public Accountants. The project received a clean opinion in each of the three years ending December 31 2014, 2013, 2012 and six months ending December 31 2011. The auditors provided their observations on the internal control weaknesses of the project where management provided corresponding responses. The last audit was done as of

December 31 2014, project expenditure for the subsequent six years (2015 - 2020) are not yet audited.

151. The executing agency did not provide annual inventory reports for the non-expendable items, and there was no evidence that an annual physical verification of the non-expendable items was carried out as stipulated in the PCA.
152. The executing agency did not submit a 'Signed Final Statement of Accounts', the PCA states that such a statement should be submitted by the executing agency, within three months of completion of project activities. The project activities were concluded as of December 31 2020.
153. The detailed ratings of various financial management aspects are in the Financial Table (Annex IV).

#### **Communication Between Finance and Project Management Staff**

154. Both the PM and TM are aware of the projects financial status and the financial management issues facing the project. They are both aware of how the project was affected by lack of a smooth hand over process from the previous TM in 2017 to the new TM who only came on board in 2018, after the project had received all the funds.
155. The TM and FMO hold meetings every 2 weeks to review the portfolio. The focus is mainly on review of projects that have closed or are due to close. Meetings are done via Teams. The TM and FMO have used such meetings to address and resolve financial management issues of EADN. all official communication from UNEP to the PM goes thru the TM who then provides consolidated feedback to the PM. However, in some instances, the FMO communicates directly with the project team through the Assistant Finance Officer.

The responsiveness from the PM, TM and FMO to financial requests during the review process was good. Both the TM and FMO provided all the necessary information that was available. The PM was unwell at the time of the review but he dedicated the coordination to his deputy. For the case of this project, the email addresses of the project team expired but they did not inform UNEP. The TM continued sending emails with no reply and was not aware that their email addresses domain in ACCESS had expired.

**Rating for Financial Management: Unsatisfactory**

#### **Efficiency**

156. The project has had three no-cost extensions. The initial PCA was signed on October 27 2011 for a fifty-four months period ending February 26 2016. The 1<sup>st</sup> no-cost extension was made on December 24 2015, covering a one-year period from February 27 2016 to February 26 2017. Thereafter was an unexplained six months' period until August 31 2017, when a new PCA was signed for a twenty-two months' period to June 30 2019. On December 20 2018, the project was further extended for an eighteen months' period from June 30 2019 to December 31 2020. On all occasions, there were no budget revisions approved by UNEP. The numerous no cost extensions were attributed to several factors including:
- Delays in procurement of project equipment. The atmospheric monitoring and testing equipment is sophisticated and it took time to identify the right supplier. Major equipment's like the Automated meteorology stations and the Ion chromatography system for the Central Analytical Laboratory (CAL) were procured

in 2015, five years after commencement of the project. Delayed procurement was due to an unresolved issue with customs on taxation of atmospheric disposition equipment. This caused a delay in various countries.

- Bureaucracies in the procurement systems caused inefficiency. The executing agency (ACCESS) offices were part of the University of Nairobi setting where the RES was employed and was bound by the university's bureaucratic systems, which slowed down processes.
- The 2017 Presidential elections in Kenya disrupted the economy, and activities such as installations and field visits were slightly delayed. *Other external* factors that delayed implementation included political turmoil in Cote d'Ivoire for one year and late in Kenya, as well as insecurity in Burundi and switching from the original plan of using hydroelectric power to solar power due to frequent power outages, which had destroyed some existing equipment.

#### *Translation of inputs into outputs*

#### **Analysis of expenditure by component**

157. At the design stage, components 1, 2 and 3 had equal allocation of the budget, 20% each, component 4 (database and modeling) had the biggest share of the budget at 31%, and component 5 (stakeholder involvement) had the least allocation of the budget at 8%, as presented in Table 9. The expenditure report was not analysed by component, and GEF reporting templates do not have a provision for capturing data on expenditure by component, therefore the project did not analyse the expenditure data by component.

**Table 9: Analysis of budget by component - GEF funds**

Component	Estimated cost at design (USD)	Budget allocation
<b>Component 1: Quality Assurance (QA) and Quality Control (QC)</b>	373,500	20%
<b>Component 2: Training</b>	364,000	20%
<b>Component 3: Air and Precipitation Monitoring</b>	570,500	20%
<b>Component 4: Database and Modelling</b>	147,000	31%
<b>Component 5: Stakeholder Involvement and Information Dissemination</b>	260,000	8%
<b>Component 6: Project management</b>	150,000	14%
<b>Total</b>	<b>1,865,000</b>	<b>100%</b>

Source – Prodoc

#### **Analysis of expenditure by activity/UNEP budget line**

158. The total expenditure for GEF funds was within budget (97%), the remaining 3% was not disbursed to the executing agency, it remained at UNEP and will be used to cover the terminal review related expenses. At design stage, the greatest percentage of the budget was allocated to consultant and non-expendable equipment (23%) each, followed by training and subcontractors (11%) each, the rest of the budget lines shared the remaining 32% as shown in Table 10. During implementation, the highest expenditure was allocated to sub-contractors, consultant and non-expendable equipment with 26%, 25% and 21% respectively, followed by project personnel costs at 9%.

159. Total expenditure for GEF funds was within budget but expenditure on individual budget lines exceeded the budget. Expenditure on subcontractors, travel on official business and project personnel significantly exceeded the budget, spending 217%, 189% and 154% of the allocated budget.

**Table 10: Analysis of expenditure by activity/UNEP budget line**

Activity	Budget	Budget % allocation	Expenditure Dec 31 2020	Expenditure % allocation	Expenditure as
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					% of budget	
<b>Project Personnel Component</b>	135,000	7%	207,466	11%	154%	
Consultants	428,000	23%	456,927	25%	107%	
Travel on official business (above staff)	15,000	1%	28,400	2%	189%	
Sub-Contract Component	214,000	11%	464,534	26%	217%	
Training Component	208,000	11%	1,200	0%	1%	
Meetings/Conferences	75,000	4%	70,124	4%	93%	
Equipment & Premises Component	55,800	3%	33,678	2%	60%	
Non-expendable equipment costs	436,200	23%	378,975	21%	87%	
Operation and maintenance equipment	20,000	1%	22,656	1%	113%	
Reporting costs	108,000	6%	17,840	1%	17%	
Sundry costs	40,000	2%	46,999	3%	117%	
Review Field monitoring costs	70,000	4%	76,200	4%	109%	
Mid Term Review (to be paid by UNEP)	30,000	2%	-	0%	0%	
Final review ( to be paid by UNEP)	30,000	2%	-	0%	0%	
<b>Total</b>	<b>1,865,000</b>	<b>100%</b>	<b>1,805,000</b>	<b>100%</b>	<b>97%</b>	

Source: Prodoc, approved budget and draft expenditure reports

### Co-financing

160. Total committed co-financing at design stage was USD 3,243,746 of which USD 1,453,956 (45%) was a cash commitment and USD 1,789,800 (55%) was in kind, as presented in Table 11. Co-financing realised 69% of the planned amount. All the realised co-financing was in kind, the project did not realise any cash co-financing..

Table 11: Planned and actual sources of co-financing

Co-financing (Type/ Source)	Operating Agencies		DFID		UNU-INWEH		AGRA		TOTAL	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Cash	412,920	-	791,026	-	250,000	-	-	-	1,453,946	-
In-kind	939,800	2,230,948	-	-	50,000	-	400,000	-	1,789,800	2,230,948
Totals	1,352,720	2,230,948	791,026	-	700,000	-	400,000	-	3,243,746	2,230,948

### Award to sub-contractors

161. The draft expenditure report included USD 464,534 (26%) of the total expenditure (Table 10) as an expense on the sub-contractors to support the implementation of the project activities. However, there is no evidence of sub-contractor agreements signed with the executing agency. Proof of transfer of fund to the sub-contractor could not be provided, and the sub-contractors did not acknowledge receipt of funds. The executing agency (ACCESS) office had not been functional since December 2020 and most project documents could not be availed.

#### Cost saving strategies.

162. Sending of samples to France was coordinated from Nairobi as opposed to each of the 11 countries sending their own samples separately. There was no capacity in Nairobi to analyse wet and dry deposition data from the sites and the next available option was



Toulouse Laboratory in France. The sampling equipment was procured in bulk and sent to other partner countries.

163. The project did not employ special experts. The project was run by local Professors/Senior Lecturers who were not paid salaries from the project. The Professors/Senior Lecturers made use of university students who would be taken on as interns but at the same time work on project activities.

164. The location of the CAL within UoN saved costs, the project did not pay rent to the University, and supported the EADN through co-financing. This was the same as all other countries, where existing laboratories in universities and research institutions were used for storage of samples. Additionally, land for testing sites was government owned and not paid for.

#### *Cost effectiveness*

165. Some budget lines incurred more costs than what was budgeted due to the delayed project completion. The secretariat personnel continued to be paid to facilitate project activities. The engagement with Toulouse Laboratory in France became expensive overtime before the setting up of the CAL at the University of Nairobi. The data collection fees for consultant were higher than budgeted across the region due to the seniority of scientists involved, yet data collection was a priority project activity. Travel costs across the region and coordination of secretariat activities increased too, due to the extended period. The overshot budget lines were against the training activity, which was side-lined and this may have an effect on the quality of project results and sustainability of the project outcomes since people were not trained.

**Rating for Efficiency: Unsatisfactory**

## **Monitoring and Reporting**

### **Monitoring Design and Budgeting**

166. The logical framework captures most of the key elements of the Theory of Change/ intervention logic for the project. It had results at output and outcome levels that reflect the project's scope of work and ambitions. However, it missed out on the assumptions and the complexity of factors that influence the achievement of results (enablers). The Prodoc states, "at the time of project approval, 20% of baseline data was available"; hence the baseline data was partially available. The milestones in the monitoring plan were appropriate and sufficient to track progress and foster movement towards outputs and outcomes. A budget was allocated for monitoring project progress. Responsibilities for monitoring activities were assigned to responsible officers.

167. However, the results framework was not well structured, it had more outcomes (15) than outputs (11), yet several outputs should contribute towards an outcome. It was also noted that most of the outcomes are processes or milestones to get to the desired results included as outcomes for example network established, project well managed, terminal review conducted.

### **Monitoring of Project Implementation**

168. The routine monitoring of project implementation was partially functional. The participating countries only submitted samples and did not receive feedback on analysis results and hence could not utilise monitoring data to inform relevant policies and strategies. Additionally, country focal points reported not having participated in any



project review meetings and therefore were not aware of the project's progress and status. The only regional meeting mentioned was the inception meeting, yet this was a regional project. In some countries, such as Uganda, the country team relied on internal monthly meetings to review project progress on their activities and mitigate any challenges.

169. The project held only two unverified regional steering committee meetings; the latest was held in October 2013, seven years before the project closed. The steering committee plays a key role in monitoring and oversight on GEF projects; hence 2 meetings out of the planned annual meetings were underperformance and a loophole in the monitoring functionality. Additionally, no minutes of the steering committee were shared with the consultant despite several requests to the Project Manager; hence evidence of the meeting and participation could not be confirmed.

### Project Reporting

170. The project management reported that it was challenging and quite hectic to report semi-annually, due the nature of the project since samples collected would be sent to France for analysis and would take time to receive feedback back. The project therefore chooses to report annually since the six months report would most likely be similar to the previous one. The TR noted that the last PIR report submitted to UNEP by the project was PIR 2018 yet the project closed in 2020, which implies that 2019 and 2020 reports were not submitted. Project reporting was not gender disaggregated; this was attributed to the nature of the project, although the people trained could have been analysed by gender.

**Rating for Monitoring and Reporting:** *Unsatisfactory*

### Sustainability

171. Sustainability is assessed against three sub-criteria: a) socio-political sustainability, b) financial sustainability and c) institutional sustainability. The review focused on identification and assessment of the key conditions or factors that are likely to undermine or contribute to the continuity of achieved project outcomes.

#### Socio-political Sustainability

172. Under Socio-political Sustainability, the review assessed the extent to which social or political factors support the continuation and further development of project outcomes considering the level of ownership, interest and commitment among government and other stakeholders to take the project achievements forward.
173. Sustaining the project outcomes has a *high* degree of dependency on social/political factors. There is *some evidence of* ownership, interest and commitment among government and other stakeholders to sustain the project outcomes. Regional bodies within Africa such as ECOWAS, EAC, etc have come up with policies to protect water bodies and are interested in conserving the lake. The United Nations Environmental (UNEA) also recognises the importance of lakes in the ecosystem and environmental stewardship.
174. Although all participating countries are signatories to international conventions on environmental and climate change protection such as the Stockholm Convention of Persistent Organic Pollutants, the United Nations Framework Convention on Climate Change (UNFCCC) and United Nations Environmental Assembly (UNEA); and have relevant national policies which is a sign of political commitment, this is not reflected in prioritization and budgeting at national and local government levels. Politicians tend to

focus on projects that gives them votes through quick results. There is still a lot to do to persuade governments to allocate resources on the EADN related outcomes including donor pressure. The Project design and implementation involved Government ownership, for example they were able to provide the sites. The Government has been participating through in kind co-financing but now needs to provide direct financing.

175. Political goodwill and commitment of stakeholders is present, though more awareness creation is needed. There is need to raise awareness amongst all African countries on the problems resulting from inappropriate land uses and associated degradation of the value of the resources of African Great Lakes.
176. Social factors include the population's general attitude towards environmental related issues, people are now better informed and concerned on the impacts of the environmental degradation.

**Socio-political sustainability is rated *moderately likely*.**

### **Financial Sustainability**

177. Outcome 1 - a well-designed quality assurance / quality control (QA/QC) is fundamental. Small mistakes in sample collection and analysis can lead to large errors in calculated deposition rates yet these rates will ultimately be used to develop policies and management strategies for multiple sectors over large geographic areas. The QA/QC strategies and sample testing require significant financial and human resources for implementation but there is no evidence that future required funding has been secured. Further, EADN project did not have an exit strategy with a financial component.
178. Outcome 3 - Air and Precipitation Monitoring has a *moderate dependency* on future funding / financial flows to persist. Monitoring at network sites required to be undertaken with automated precipitation collection detectors, such that upon detection of rainfall a sensor triggers opening of the cover, allowing collection of rainfall. However, required future funding requirements have not been secured and the project did not have an exit strategy with a financial component. For example, the review process revealed that the current condition of the EADN supported weather station in Senga Bay , Malawi is almost submerged due to rising water levels in Lake Malawi. Some gadgets, like the rain gauge (automatic and manual) had to be removed by the care takers, as their platform (concrete) was too exposed. The fence has also been affected rendering safety of the remaining gadgets at risk (Figure 3).

**Figure 3: Partially Submerged EADN-Supported Weather Station in Senga Bay**



**Source: Senga Bay , Malawi staff, 2023**

179. Outcome 4- Database and Modelling, has a high dependency on future funding / financial flows for continuity. The EADN project established a website and populated it with the project documents, activities and reports. The website was also to be used to disseminate modelling data. For future reference, the Website was hosted by the EADN secretariat (ACCESS) which has since ceased to be operational, and there is no evidence that future funding requirements have been secured.

**Financial sustainability is *Highly Unlikely***

### **Institutional Sustainability**

180. Under outcome 2 – training and awareness is highly dependent on institutional support. Design of training and awareness, had a cost component, so training was done onsite during installation of equipment. Training targeted technical and M&E staff, and quite a number of people that were trained have since left the project. At least twelve field operators and supervisors were trained on operation and maintenance of automatic atmospheric wet and dry deposition equipment and on chemistry measurement of pH and conductivity and sample handling at each of the 3 super stations. However, when training for continuity, the ideal was to train 2-5 people per country (11 countries that is 22-55). Further, the project worked with very senior (old) professors, most of whom have retired and are no longer at the universities, hence limited institutional memory.
181. From design and implementation, sites and analytical laboratories were set up in existing institutions to ensure long term sustainability. Due to the complexity of work under EADN project work, there is need for committed and knowledgeable people, so Universities played a crucial part to support the continuous research.
182. ACCESS office had not been functional since December 2020, and it is not clear whether ACCESS still exists. There was an abrupt project closure with no proper close out procedures. The RES simply stopped communicating and users of the data collected have no idea whether the project ended or is still ongoing.
183. Long-term atmospheric deposition monitoring following the completion of the EADN project will depend on the desire and ability of the national governmental institutions or

universities to continue this work. However, after the countries had submitted samples, they did not get any feedback on the results so they could not even use project results to inform policies.

184. In order to sustain effective stakeholder involvement, communication with policy/decision-makers and information dissemination (outcome 5), there is need for policy and monitoring, which is highly dependent on institutional support. The EADN developed a standardized site operation manual for each Superstation to guide standardized sampling processes across the network, and this this will continue to be used.

185. Long-term monitoring at some stations will certainly be necessary to assess the efficacy of any interventions designed to mitigate atmospheric nutrient transport. The need for continuity of a such a project is high, the project took a short time, and the initial problems still exist. However, data collected by the project is sufficient to determine spatial patterns and mechanisms of atmospheric nutrient transport for the next 2 to 3 years. Policy makers need to use it, a process that is beneficial, longer than the life of the project.

186. The EADN was coordinated by ACCESS; a regional body of African scientists and institutions that is associated and housed in the UoN. ACCESS worked with different Universities in each of the focus countries. Having worked with universities rather than government ministries or agencies that have more capacity to continue managing the sites after project closure.

**Rating for Institutional Sustainability**      *Unlikely*

**Overall Rating for Sustainability:**      **Highly Unlikely**

## Factors Affecting Performance and Cross-Cutting Issues

### Preparation and readiness

187. The project had adequate preparation and readiness processes. A comprehensive inception meeting was held. A Steering Committee was established with appropriate representation comprising of GEF Operational Focal Points of the participating countries, Director of ACCESS, Executive Secretary of LVEMP, Chair of EADN Technical Committee, representative of UNEP/DGEF (Implementing Agency), and the STAP (Scientific and Technical Advisory Panel) of GEF. A comprehensive and relevant stakeholder analysis was undertaken. Appropriate and adequate governance arrangements were established, that included the steering committee, the secretariat, and the technical committee. The period between project approval and first disbursement was less than six months (2<sup>nd</sup> September 2011 and 31<sup>st</sup> Oct 2011). Measures were taken between approval and inception to strengthen the project design, such as the decision to establish 3 superstations instead of the 11 since funds were inadequate. However, there was no evidence that sub-contract agreements were signed with participating countries.

### Quality of project management and supervision

188. The quality of project management and supervision was inadequate, the steering committee met only twice during the project period, and no minutes of the meetings were available to the reviewer as evidence of the meetings. Teams involved in implementation across countries reported not having attended any project coordination or review meetings, although they were involved in the identification and operation of sites and inception meetings. The staff turnover was managed well by training 2-5 people in each country so that the gap could be quickly filled in case some staff left the project.

*During data collection, it was pointed out with concern that an information gap existed between the Task Manager and the project management team as a whole.*

### **Stakeholders' participation and cooperation**

189. Minimal efforts were made by the Project Team to promote stakeholder ownership. Participation was mainly limited to project implementation partners, and they only reported having participated in 2 physical workshops, the inception workshop and training, which were at the start of implementation. However, some community awareness sessions were held to encourage communities to participate in protecting the sites; although these sessions were limited in coverage and intensity.

### **Environmental and social economic safeguards**

190. Although the environmental impact assessment was not conducted, the project interventions aimed at mitigating environmental impacts, so the project activities did not have negative environmental impacts.

### **Country ownership and driven-ness**

191. The project partnered with universities in participating countries, most of which were government-aided. Country ownership was demonstrated through these government-aided institutions participating in providing strategic guidance to the project, securing additional resources, provision of in-kind and cash co-financing contributions such as laboratory and office space, laboratory infrastructure, and unpaid staff time, and advocating for change to achieve higher-level results.
192. Although line ministries/agencies at central and local governments were involved as mandated institutions, the project did not have a direct contractual relationship with them, raising sustainability concerns following project closure. At national and local government levels, some aspects of project activities were integrated into the work plans and budget processes of government partners, but to a limited extent due to limited allocation of funds. At the regional level, the East African Legislative Assembly (EALA) further supports related environmental issues around L. Victoria.
193. The missed opportunity of sharing project results limited integration of project interventions and results into national and sub-national work plans and budget processes of participating counties are mentioned in the quote below:  
*"The EADN project did not share results and therefore could not be integrated into government workplans",* remarked one respondent.

### **Communication and Public Awareness**

194. The EADN project did not have a deliberate public information/awareness strategy to disseminate project results and learning. The project focused on the national level, and implemented high-level interventions. The project used communication forums that were not easily accessed by the public such as the project website, scientific publications, PowerPoint presentations at workshops in Kisumu and Naivasha and stakeholder meetings. All

participating countries said that the project results have not yet been shared with them, so even dissemination within implementing partners had not started.

### **Gender and human rights**

195. The EADN Prodoc was silent on human rights and gender equity issues. The project had no particular budget to address gender issues. Consequently, the project interventions and reports were gender blind, to the extent that some respondents said gender does not apply to such a “scientific” project.

*“The project was scientific; gender depended on competencies of key personnel in the technical area”,* remarked one respondent.

*“There was no emphasis on gender representation during training, but the responsible officers were trained with no gender discrimination”,* remarked one respondent.

196. It was widely acknowledged that, in many cases, women are participating in science areas; but there was a need to make an effort to improve gender representation and analysis of how interventions affect men and women differently. All scientists on the project were male. Additionally, some respondents pointed out that the nature of the work was more inclined towards males because it involved harsh conditions, such as being on the lake at night.
197. Project reporting did not capture analysis of gender-disaggregated data. It was pointed out that the project focused on data collection on air precipitation hence limited interaction with vulnerable groups, and therefore the tendency to be gender blind. However, the project was said to benefit vulnerable groups since women and children are the most affected when lakes are polluted, and hence mitigation measures are mitigating their suffering.
198. Other facilitating and hindering factors that the level of output delivery as pointed out by the respondents are summarised in the textboxes below:

<b>Rating for Factors Affecting Performance and Cross-Cutting Issues:</b>	<b>Un Satisfactory</b>
---------------------------------------------------------------------------	------------------------

**Facilitating Factors:**

- *High level of technical expertise.* Use of high-level university experts as key focal project persons, with relevant training and competencies.
- *Cooperation of local communities.* Good cooperation from the locals on the island, who were trained on the importance of the project and were cooperative in guarding the project sample collection sites. This increased community ownership of the project sites.
- *Availability of basic infrastructure.* The project was built on the existing infrastructure at the research centres/sites, which were beefed up to support project interventions.
- *Adequate and timely financial support:* Participating countries reported having received adequate and timely financial support: from UNEP for sample collection.
- *Teamwork and cooperation:* Across participating countries and among country teams, good levels of teamwork and cooperation were reported during sample collection.

**Hindering Factors:**

- *Limited sample collection sites.* In total, 3 superstitions were established at Rusinga Kenya, Senga Bay Malawi and Lamto in Côte d'Ivoire, instead of the earlier planned 12 sites.
- *Reliance on one testing Laboratory in France.* The project did not support the establishment or capacity strengthening of laboratories in participating counties to test the collected samples, but the samples had to be sent to France via Nairobi. This was a lengthy and costly exercise which delayed the receiving of results and their use by sample collection countries. Conducting tests in France also deprived participating countries of the hands-on experience of conducting tests and analyses.
- *Poor transport and other infrastructure around the islands where sites were located.* For instance, in Uganda, “the boat we were using to travel to the island belonged to the Directorate of Water Department (DWD), and it would, at times, be in the field or hired by tourists and hence we would sleep over, even when not planned, which would slow down progress”, remarked one respondent. Poor internet connectivity and hydro-power supply affected the communication on the project.
- *Lack of regional experience-sharing/learning meetings.* Other than the inception meeting, the participating countries reported having no regional experience-sharing, learning or data-use-focused meetings. This limited learning and use of project results to inform policies and follow-up strategies.
- *Insecurity.* Some samples were stolen in some countries, such as Burundi.
- *Poor communication within the project:* After countries submitted samples, they reported not having received feedback from the project on the results of the tests.  
“I am not even aware whether the project has ended or is still ongoing”, complained one respondent.
- *Bureaucracies in procurement systems.* ACCESS had to use the University of Nairobi (UoN) procurement systems to procure equipment.



## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

199. The EADN project was very relevant and aligned to UNEP MTS, POW and strategic priorities, UNEP/donor strategic priorities hence directly contributing to GEF core indicator targets and it further contributed towards achieving the global, regional, sub-regional and national priorities. The project targeted transboundary issues, which had been prioritised in the relevant policies of all participating countries. The EADN project worked in complementarity with several initiatives, Agriculture projects and those addressing environmental issues, although there was limited coordination and networking with relevant projects.
200. Overall, effectiveness was rated Moderately Satisfactory. **Achievement** of outputs was rated Satisfactory, achievement of project outcomes was rated Moderately Satisfactory while the Likelihood of impact was rated Moderately Likely. Only 5 (45%) out of 11 outputs, and while 3 (33%) out of 15 outcomes had fully achieved the planned targets (100%). The ultimate project goal of utilising the collected sample results was not attained.
- Financial management was moderately unsatisfactory, characterised with minimal adherence to UNEP Financial Management guidelines, including over expenditure on most budget lines and no approved financial reports. The project was inefficient, it had three no-cost extensions and also experienced delays in the procurement of project equipment due to the shift from hydro to solar systems, delayed customs clearance and political factors, The project further delayed because ACCESS had to rely on bureaucratic procurement systems of the University of Nairobi (UoN).
201. The project sustainability is highly unlikely. Although all participating countries are signatories to international conventions on environmental and had relevant national policies, the prioritisation of issues and national-level financial allocations do not match the commitments. Having worked with ACCESS as the executing partner, whose existence beyond the project life cycle could not be ascertained, instead of line ministries and agencies jeopardises country ownership sustainability. Additionally, having universities and senior lecturers, most of whom have retired makes institutional memory very short-lived. Lack of an exit strategy and proper project close-out left implementers in suspense regarding the project status.
202. The routine monitoring of project implementation was not very functional, participating countries mainly stopped at submitting samples and did not receive feedback on analysis results and hence could not utilise monitoring data to inform relevant policies and strategies. Other than the inception meeting, country focal points reported not having participated in any project review meetings. The laxity in project monitoring was further noted at the governance level, where only two regional steering committee meetings were held, with the last one was held in October 2013, as opposed to the planned yearly meetings. The two meetings could not be confirmed since no minutes.
203. Several factors affected project performance. The steering committee met only twice, and no minutes were available as evidence. No project coordination/ review meetings for participating countries. Working directly with universities through ACCESS, whose existence beyond the project could not be confirmed, as opposed to line ministries/agencies, central and local governments jeopardised country ownership and, driven-ness, and continuity. No deliberate public information/ awareness strategy aimed at disseminating project results and learning. The project was further affected by limited sample collection sites. For instance, despite the vast expanse of the L. Victoria Basin, samples were only collected from one site,



and yet significant representation would have been attained if more sites were covered. Additionally, reliance on one testing Laboratory in France, poor transport and other infrastructure around the islands where sites were located, insecurity leading to samples being stolen in Burundi and poor communication within the project implementer.

204. The EADN project was gender blind and hence not gender sensitive. This stemmed from the Prodoc being silent on human rights and gender equity issues, and consequently, the project interventions and reports not depicting gender integration and analysis.

### **Summary of project findings and ratings**

205. Table 12 provides a summary of the ratings and findings discussed in Chapter 0. Overall, the project demonstrates a rating of 'Moderately Unsatisfactory'.

#### **UNEP Evaluation Office Validation of Performance Ratings:**

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

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

- That what is being assessed is the contents of the report and the extent to which it makes a consistent and justifiable case for the performance ratings it records.
- That the consultant has, within the report, presented all the evidence that was made available to them.
- That the Review has been based on a robust Theory of Change, reconstructed where necessary, which reflects UNEP's definitions at all levels of results.
- That the project team and key stakeholders have already reviewed a draft version of the report and provided substantive comments and made factual corrections to the Review Consultant, who has responded to them. The Evaluation Office assumes, therefore, that it has received the Final (revised) version of the report.

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

**Table 12: Summary of project findings and ratings**

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
<b>Strategic Relevance</b>			Adjusted due to an aggregation of the sub-criteria ratings	S
1. Alignment to UNEP MTS, POW and strategic priorities	Aligned to the UNEP mandate, UNEP MTS and POW BD-4.	HS	Rating validated	HS
2. Alignment to Donor/Partner strategic priorities	Contributed to the GEF strategic long-term SLM objective and IW SO1 and GEF 5: LD-SP-1, IW: SP-2.	HS	Rating validated	HS
3. Relevance to global, regional, sub-regional and national environmental priorities	Directly contributes to SDG14-14.5 and SDG15-15.1. National governments of all participating countries had relevant policies to address the degradation of the quality of transboundary water resources.	HS	Rating validated	HS
4. Complementarity with relevant existing interventions/coherence	Complemented initiatives on Agriculture and environmental issues. However, <i>the project worked in a silo.</i>	S	Report states (para 94) that implementing countries worked in silos with limited coordination and networking/partnership. The rating has been lowered to reflect this lack of coherence amongst and between the implementing countries and other similar interventions in the region.  The Evaluation Office validates this rating at the level of MS.	MS
<b>Quality of Project Design</b>	The project design is strong in terms of showing clear alignment and relevance to UNEP/GEF/Donor and global/national priorities and UN SOW stakeholder analysis and identifying governance and supervision arrangements. However, the Prodoc contained no theory of change and is silent on gender and human rights issues.	S	Rating validated	S
<b>Nature of External Context</b>	Overall, there were no severe factors in the external context that significantly affected project implementation. However, the project was constrained by poor infrastructure (roads, power, internet, phone network).	F	Contradictory information is presented – report indicates that there were no significant contextual issues yet goes on to highlight significantly challenging circumstances (civil strife, floods, infrastructural challenges) in some of the participating countries. The rating has been lowered to reflect these challenges in the implementing context.  The Evaluation Office validates this rating at the level of MF.	MF

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
<b>Effectiveness</b>		MS	Outputs and outcomes are not clearly defined. Additional outcomes are included that were not in the Results Framework	U
1. Availability of outputs	The project had 11 outputs, of which 5 (45%) were fully delivered (Highly Satisfactory = 100%), the remaining 6 outputs were partially delivered in varying ranges as follows; 4 outputs (61-80%), 1 output (41-60%), and 1 output (21-40%).	MS	<p><i>The report presents varied ratings for availability of outputs: MU is recorded in paras 10 and 102; MS is recorded by the reviewer in this table and S is recorded in paras 21, 100 and 200.</i></p> <p>More than 50% of the outputs were not fully available (para 102), despite several project extensions. The assessment of this sub-criterion has focused mainly on quantitative aspects of outputs; there is limited information on qualitative aspects such as the availability or utility of these outputs among the targeted individuals or institutions.</p> <p>The Evaluation Office validates this rating at the level of MU</p>	MU

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
2. Achievement of project outcomes	Five (5) out of 15 outcomes project outcomes that are the most important to attain intermediate states, fully achieved, while the rest were partially achieved.	MS	<p>The report refers to 'revised outcomes' without a clear justification for the reformulation done (also not found in the TOC chapter, or in Table 3 which presents a comparison of outcomes and output statements).</p> <p>TOC diagram shows only 6 outcomes, whereas up to 15 outcomes are assessed. As some of the original outcome statements cannot be accurately described as outcomes, this adds to the inconsistency of the performance assessment at this result level.</p> <p>Some project outcomes, especially those important for attaining intermediate states, have been partially achieved, there are other project outcomes that remain unachieved or only partially achieved. A number of documents were not available for the review making it difficult to assess the achievement of outcomes.</p> <p>There is no clear evidence related to the status of Assumptions [or Drivers] although there are numerous factors identified in the reconstructed TOC as assumptions and "enablers".</p> <p>The rating is lowered due to the inconsistencies noted; lack of evidence that Assumptions for progress from project outputs to project outcomes actually held; and lack of sufficient evidence related to uptake, adoption, application of the project's outputs by the intended beneficiaries - even after 3 project extensions.</p> <p>The Evaluation Office validates this rating at the level of U.</p>	U
3. Likelihood of impact	Drivers to support the transition from Outputs to Project Outcomes are partially in place. Assumptions for the change process from Outputs to Project Outcomes partially hold. Slightly over a third (33%) of the project Outcomes were fully achieved.	ML	<p>Drivers and Assumptions referred to are not sufficiently defined or assessed in the report. The assessment of the likelihood of impact is weak; the report fails to provide a robust, evidence -based analysis. There is no reference to the reconstructed Theory of Change.</p> <p>The rating is lowered as there is little information by which to assess the likelihood that the project can make a substantive contribution to long-lasting changes and ultimately the project objective.</p> <p>The Evaluation Office validates this rating at the level of U.</p>	U

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
<b>Financial Management</b>		MU	<i>The report presents varied ratings for financial management: U is recorded in paras 13 and 155; MU is recorded in paras 22, 200, by the reviewer in this table and in Annex V.</i> Aggregated from the sub-criteria	MU
1. Adherence to UNEP's financial policies and procedures	Between 2011 and 2012, funds were disbursed within two weeks, as per UNEP Financial Management guidelines. Thereafter, funds were not disbursed in accordance with cash advance requests. The project budget line expenditure variations exceeded 10% and above. The EADN project accounts were mixed with other project accounts and either project would borrow from any of the other projects run by ACCESS. Only 3 out of 11 operating agencies, only (Côte d'Ivoire, Malawi Senga Bay and Kenya Suba), submitted draft co-financing reports.	MS	<i>The reviewer records this performance as U in annex V.</i>  Although there is evidence that project expenditure was within the overall budget (97% of grant spent), the following aspects are noted: approvals/disbursement of cash advances were not timely; financial reporting was irregular making it difficult to monitor budget variations; financial auditing in the last 6 years was not done; and the analysis of actual expenditure against the budget and workplan during project implementation was irregular. There is lack of evidence on budget revisions, irregular quarterly reports, 10% variation could not be ascertained. The project did not adhere to UNEP policies. The Evaluation Office validates this rating at the level of U.	U
2. Completeness of project financial information	The project received a clean opinion in each of the three years ending December 31 2014, The project did not prepare any quarterly budget narrative reports.	U	Rating validated	U
3. Communication between finance and project management staff	Both the PM and TM are aware of the project's financial status and the financial management issues facing the project. The TM and FMO hold meetings every 2 weeks to review the portfolio. There is no direct communication between the FMO and the PM.	S	<i>The reviewer records this performance as MS in annex V.</i>  Rating lowered because the evidence presented indicates weak communication between the project team and the UNEP TM & FMO. Although a new TM took over in 2018, and communication with the FMO notably improved, no evidence is presented relating to the situation prior (2011 – 2017). The Evaluation Office validates this rating at the level of MS.	MS
<b>Efficiency</b>	The project has had three no-cost extensions. Delays in the procurement of project equipment. Bureaucracies in the UoN procurement systems caused inefficiency.	U	<i>The report presents varied ratings for efficiency: MU is recorded in para 14; U is recorded by the reviewer in this table.</i>  Rating validated	U
<b>Monitoring and Reporting</b>		MU	Aggregated from the sub-criteria	MU

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
1. Monitoring design and budgeting	The logical framework captures most of the key elements of the ToC and had results at output and outcome. An M&E budget was in place. However, the results framework was not well structured, it had more outcomes (15) than outputs (11), yet several outputs should contribute towards an outcome. Most of the outcomes are processes or milestones to get to the desired results included as outcomes for example network established, project well managed, terminal review conducted.	MS	We are made aware that there was a monitoring plan with budget, responsibilities assigned, and milestones to track progress. There is no evidence presented about the adequacy of data collection methods and frequency, sufficiency of indicators, consideration for gender / and minority/disadvantaged groups, or if the monitoring plan appropriately captures the log frame. The Evaluation Office validates this rating at the level of MU.	MU
2. Monitoring of project implementation	The routine monitoring of project implementation was not very functional, participating countries mainly stopped at submitting samples and did not receive feedback on analysis results and hence could not utilise monitoring data to inform relevant policies and strategies. Only two unverified steering committee meetings were held out of the planned annual meetings.	MU	<i>The report presents varied ratings for monitoring of project implementation: U is recorded in para 18; MU is recorded by the reviewer in this table.</i>  Rating validated	MU
3. Project reporting	The semi-annual reports were deemed quite hectic due to the kind of work the project was doing, they hence resorted to reporting annually. Project reporting was not gender disaggregated.	MU	<i>The report presents varied ratings for project reporting: MS is recorded in para 18; MU is recorded by the reviewer in this table.</i>  Rating validated	MU
<b>Sustainability</b>		<b>HU</b>	Rating validated	HU
1. Socio-political sustainability	There is moderate ownership, interest and commitment among the government and other stakeholders to sustain the project outcomes. All participating countries are signatories to international conventions on environmental and had relevant national policies. Nearby communities embraced the project. However, the prioritisation of issues and national-level financial allocations do not match the commitments.	HL	The rating given for this sub-criterion in the main report is 'Moderately Likely (ML). This is more consistent with the fact that there is no evidence of a high level of ownership, interest and commitment among government to sustain the project results in the long-term. The Evaluation Office validates this rating at the level of ML.	ML

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
2. Financial sustainability	The QA/QC strategies and sample testing require significant financial and human resources for implementation but there is no evidence that future required funding has been secured. Further, EADN project did not have an exit strategy with a financial component.	HU	Rating validated.	HU
3. Institutional sustainability	The executing partner (ACCESS) office had not been functional since December 2020, and it is not clear whether it still exists, even the website link was off at the time of TR. There was an abrupt project closure with no proper close-out procedures. The project worked with very senior (old) professors, most of whom have retired and are no longer at the universities, hence limited institutional memory.	U	Rating validated	U
<b>Factors Affecting Performance</b>		<b>MS</b>	Adjusted to a weighted overall score based on the sub-categories below	U
1. Preparation and readiness	The project had adequate preparation and readiness processes, including an inception meeting, an annual, costed workplan and constituted Steering Committee.	MS	Findings presented in the Report indicate that there was sufficient preparation prior to project start. The Evaluation Office validates this rating at the level of S.	S
2. Quality of project management and supervision	The quality of project management and supervision was wanting, the steering committee met only twice and had no minutes as evidence.	MS	Findings presented in the Report indicate that project supervision in particular was inadequate, and that teams involved in implementation across the different countries worked in silos with limited coordination and networking. There is no evidence of a robust relationship between UNEP and the project team, or even an active oversight function by the steering committee. The Evaluation Office validates this rating (including the sub-criteria) at the level of U.	U
2.1 UNEP/Implementing Agency:	The UNEP management and supervision was inadequate due to high staff turnover and limited close follow up.	MS	Inadequate project supervision, no minutes were produced, lack of communication to project teams, project implementation teams did not attend meetings. The Evaluation Office validates this rating at the level of U.	U
2.2 Partners/Executing Agency:	No project coordination/ review meetings for participating countries.	MS	The Evaluation Office validates this rating at the level of U.	U

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
3. Stakeholders' participation and cooperation	Minimal efforts were noted regarding the Project Team promoting stakeholder ownership.	MS	Stakeholders participation was limited	MU
4. Responsiveness to human rights and gender equality	The EADN project was gender blind and hence not gender sensitive. This stemmed from the Prodoc being silent on human rights and gender equity issues, and consequently, the project interventions and reports not depicting gender integration and analysis.	MS	The project failed to mainstream gender and human rights issues in project activities. Although the Prodoc was silent on the matter, more could have been done to ensure compliance with UNEP's Gender Policy in an adaptive manner. The Evaluation Office validates this rating at the level of U	U
5. Environmental and social safeguards	The project interventions aimed at contributing to addressing environmental issues.	S	There is no evidence presented to indicate that an assessment of environmental and social safeguards was carried out at programme design stage. There is no indication that safeguards were monitored during implementation.	N/R <sup>3</sup>
6. Country ownership and driven-ness	Working directly with universities through ACCESS whose existence beyond the project could not be confirmed, as opposed to line ministries/agencies, central and local governments jeopardised country ownership and driven-ness, and continuity.	MS	There is no clear evidence that there was any ownership from the government and key partners. The Evaluation Office validates this rating at the level of MU	MU
7. Communication and public awareness	No deliberate public information/awareness strategy aimed at disseminating project results and learning.	U	Rating validated	U
<b>Overall Project Performance Rating</b>		<b>MU</b>	<b>Adjusted to a weighted overall score</b>	<b>U</b>

<sup>3</sup> UNEP Evaluation Office provides a performance rating for the Safeguards sub-category for projects design in, or after, 2013.





## Lessons learned

<b>Lesson Learned #1:</b>	Transboundary interventions are more informative and effective since pollutants are cross-border. Projects should be transboundary when affecting different governments and institutions.
<b>Context/comment:</b>	Issues that are of transboundary cannot be addressed by one single country. It is important for all affected countries to participate in designing, implementing, monitoring and evaluating interventions.
<b>Lesson Learned #2:</b>	Strengthening institutional and technical capacity for local institutions to be able to continue implementing project interventions such as testing and analysing the air and rain water samples is essential for sustainability. This calls for adequate investment in appropriate infrastructure and technical capacity within the region, rather than transporting samples to France for testing.
<b>Context/comment:</b>	The project samples had to be transported to a laboratory in France for analysis rather than capacitating the regional or local laboratories to conduct such analysis, this limits continuity after project closure.
<b>Lesson Learned #3:</b>	Thorough background check, due diligence and capacity assessment of institutions to engage as executing agencies for GEF is critical to identify credible institutions that can support sustainable project outcomes beyond the project closure.
<b>Context/comment:</b>	The existence of ACCESS (the executing agency) could not be verified beyond the project duration. The project offices had closed and some staff were not accessible. Additionally, the website was not accessible at the time of the review.
<b>Lesson Learned #4:</b>	Regular communication and engagement of project participants are essential to foster the use of project data. Lack of feedback on progress and results leaves participants feeling that they were only used to accomplish a specific task, rather than having a sense of ownership and talking authoritatively about the project's progress and future.
<b>Context/comment:</b>	Respondents from the participating counties reported having received no communication on test results and project progress. Most of them were not even aware whether the project was still ongoing or it had closed.
<b>Lesson Learned #5:</b>	Silence on human rights and gender equity issues in project design documents and reporting templates creates a high likelihood of gender-blind implementation and reporting.
<b>Context/comment:</b>	The EADN Prodoc was silent on human rights and gender equity issues, and consequently, the interventions and reports are very gender blind, to the extent that some respondents said gender does not apply to such a project.

<b>Lesson Learned #6:</b>	It is important for the project design to consider the logical flow of all elements in the results framework to inform construction of transformatory theory of change.
<b>Context/comment:</b>	The project had more outcomes than outputs (15 versus 11), yet outputs should contribute to outcomes, hence some outcomes were not linked to outputs. The construction of outcomes did reflect higher level results while some outputs were stated as activities.

## Recommendations

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

- Section Monitoring and Reporting

<b>Recommendation #1:</b>	Strengthen project overall supervision and routine monitoring through regular steering committee meetings of at least once each year of project implementation and have minutes signed and filed. Institute semi-annual review meetings following submission of semi-annual reports, to provide feedback to key stakeholders on project progress. Keep track of the higher lever project results to ensure that outputs translate into outcomes.
<b>Challenge/problem to be addressed by the recommendation:</b>	The routine monitoring of project implementation was not very functional, participating countries mainly stopped at submitting samples and did not receive feedback on analysis results and hence could not utilise monitoring data to inform relevant policies and strategies. The steering committee met only twice, and no minutes were available as evidence.
<b>Priority Level:</b>	High
<b>Type of Recommendation</b>	Critical
<b>Responsibility:</b>	Executing agencies and project steering committee
<b>Proposed implementation time-frame:</b>	Follow-on projects

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

- Section Institutional Sustainability

<b>Recommendation #2:</b>	Sign Memorandum of Understanding with well-established government ministries/institutions and agencies to take lead or closely work with executing agencies for enhanced ownership and sustainability.
<b>Challenge/problem to be addressed by the recommendation:</b>	Working directly with universities through ACCESS whose existence beyond the project could not be confirmed, as opposed to line ministries/agencies, central and local governments jeopardised country ownership, driven-ness, and continuity.
<b>Priority Level:</b>	High
<b>Type of Recommendation</b>	Critical
<b>Responsibility:</b>	UNEP
<b>Proposed implementation time-frame:</b>	Follow-on projects

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

- Section

<b>Recommendation #3:</b>	Strengthen infrastructure at regional level and technical capacity to conduct laboratory tests and analysis of wet and dry deposition samples, such as the Central Analytical Laboratory (CAL) Regional Laboratory in Nairobi.
<b>Challenge/problem to be addressed by the recommendation:</b>	The project relied on one testing Laboratory in France, which was costly and required a lot of time to send the samples and cannot be sustained after project closure. Additionally, the local staff missed strengthening their capacity in testing and analysing samples.
<b>Priority Level:</b>	High
<b>Type of Recommendation</b>	Critical
<b>Responsibility:</b>	/Governments
<b>Proposed implementation time-frame:</b>	Follow-on projects

<b>Recommendation #4:</b>	Revise GEF financial reporting templates to capture analysis by component, and provide hands-on training on revised templates to EA staff on data capture.
<b>Challenge/problem to be addressed by the recommendation:</b>	The expenditure report is not analysed by component, GEF reporting templates do not have a provision for capturing data on expenditure by component, therefore the EA did not analyse the data by component
<b>Priority Level:</b>	Critical
<b>Type of Recommendation</b>	Project
<b>Responsibility:</b>	UNEP Finance Unit
<b>Proposed implementation time-frame:</b>	3 Months

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

- Section Financial Sustainability and Financial Management

<b>Recommendation #5:</b>	Develop an Exit Strategy with a financial component and phased sustainability project closure plan. Include an exit strategy in the project document and ensure that it is one the key deliverable in the PCA.
<b>Challenge/problem to be addressed by the recommendation:</b>	Sustainability is rated highly unlikely, a number of issues that would ensure sustainability of the project were neglected and implementers were not aware whether the project had closed or not. Such would be included in an exit strategy. The EA (ACCESS) office had not been functional since Dec 2020 and most project documents could not be availed e.g. Subcontractor agreements, cash transfer advice slips, signed quarterly, financial reports, co-financing reports, etc.
<b>Priority Level:</b>	Critical
<b>Type of Recommendation</b>	Project
<b>Responsibility:</b>	Executing agency/UNEP
<b>Proposed implementation time-frame:</b>	Follow on projects

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

- Section Factors Affecting Performance and Cross-Cutting Issues

<b>Recommendation #6:</b>	Strengthen gender integration and gender sensitivity programming in the Prodoc and conduct gender assessment during the inception phase. Revise reporting templates to include gender and human rights.
<b>Challenge/problem to be addressed by the recommendation:</b>	The EADN project was gender blind and hence not gender sensitive. This stemmed from the Prodoc being silent on human rights and gender equity issues, and consequently, the project interventions and reports not depicting gender integration and analysis.
<b>Priority Level:</b>	High
<b>Type of Recommendation</b>	Important

<b>Responsibility:</b>	Project designers
<b>Proposed implementation time-frame:</b>	Follow-on projects

**ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS**

*Table 13: Response to stakeholder comments received but not (fully) accepted by the reviewers, where appropriate*

Page Ref	Stakeholder comment	Reviewer(s) Response	UNEP Evaluation Office Response
	N/A		

**ANNEX II. PEOPLE CONSULTED DURING THE TERMINAL REVIEW**

*Table 14: People Consulted During the Terminal Review*

No.	Institution	Department	Name	Designation	Gender
	<b>EADN</b>				
1.	African Collaborative Center for Earth System Science (ACCESS) at the University of Nairobi	Department of Chemistry, University of Nairobi.	Vincent Odongo Madadi	Operational Technical Manager, Responsible for Central Analytical Laboratory	M
2.	EADN Technical Committee	Department of Chemistry, University of Nairobi.	Professor Shem Wandiga	Member of the Technical Committee	M
3.	Central Analytical Laboratory (CAL)	Department of Chemistry, University of Nairobi.	Vincent Odongo Madadi	Responsible for Central Analytical Laboratory	M
4.	EADN Regional Steering Committee (EADN RSC)	Department of Geology, University of Nairobi.	Daniel Olago	Central Analytical Laboratory	M
5.	EADN	Finance	Daniel Obonyo	Finance Officer	
	<b>Operating Agencies (OAs)</b>				
6.	Burundi	Office Burundias pour la Protection de l'Environment (OBPE) Burundi Office for Environment Protection	Alphonse Polisi	Head of Environment and Climate Change Department	M
7.	DR Congo	CRSN/Lwiro, Center for Research in Natural Sciences, Bukavu, DRC	Jean Jacques Bagalwa	Researcher	M
8.	Kenya	Department of Chemistry, University of Nairobi.	Godfrey A. Wafula	Lecturer	M
9.	Malawi	Department of Fisheries, Lilongwe, Malawi	Maxon Ngochera	Senior Deputy Director	M
10.	Nigeria	Department of Chemistry, University Of Lagos	Kehinde Olayinka	Professor of Analytical and Environmental Chemistry	F
11.	Senegal	University Cheikh Anta Diop Dakar (UCAD)	Amadou Gaye	Professor	M
12.	Tanzania	Ministry of Water, Water Quality LAB, Mwanza, Tanzania	Omari Myanza	Head of the Water Quality Laboratory	M
13.	Uganda	Department Of Chemistry, Makerere University, Uganda.	John Wasswa	Senior Lecturer	M
	<b>UNEP</b>				
14.	UNEP	Ecosystems Division	Jane Nimpamya	Task Manager (TM)	F



<b>No.</b>	<b>Institution</b>	<b>Department</b>	<b>Name</b>	<b>Designation</b>	<b>Gender</b>
15.	UNEP	Finance	George Saddimbah	Fund Management Officer (FMO)	M
16.	UNEP	Finance	Weldon	Finance Assistant	M

### ANNEX III. REVIEW FRAMEWORK

Review Criteria/ Sub-Criteria	Review Questions/Issues To Be Explored	Main Data Sources and Methods
<p><b>Strategic Relevance</b> <i>The extent to which the activity is suited to the priorities/policies of target groups, recipients and donor</i></p>	<ul style="list-style-type: none"> <li>To what extent project aligned with UNEP MTS, POW and GEF Strategic Priorities?</li> <li>To what extent is the project relevant to the national development plan and environmental policies?</li> <li>How well do the interventions address specific environmental concerns and needs?</li> <li>What linkages (collaboration/complementarity/redundancy) exist with other GEF interventions and non-GEF initiatives in the region?</li> <li>How relevant is the project relevant to global, regional and country needs, the international response and UNEP's mandate and capacity?</li> </ul>	<ul style="list-style-type: none"> <li>Review of MTS, POW; GEF programming directions; UNEP documents; Pro Doc, CEO ER.</li> <li>Review of regional and national strategies and policies related to environmental, social and economic development policies and plans Interviews and consultations</li> </ul>
<p><b>Effectiveness Assessed across:</b> <i>delivery of outputs, achievement of direct outcomes and likelihood impacts</i></p>	<ul style="list-style-type: none"> <li>What are the key achievements of various project components?</li> <li>How does the quality of outputs compare to the expected levels?</li> <li>To what extent did the project achieve the direct outcomes defined in the M&amp;E Framework?</li> <li>What impact has been achieved or is likely to be achieved?</li> </ul>	<ul style="list-style-type: none"> <li>Review of project PIR and progress reports</li> <li>Interviews and consultations</li> </ul>
<p><b>Financial Management Completeness of financial information and communication between finance staff - UNEP and site level implementers</b></p>	<ul style="list-style-type: none"> <li>What controls are in place to ensure good financial management processes for GEF to be able to rely on the financial management reports submitted to them?</li> <li>How often was the analysis of actual expenditure against budget and workplan done?</li> <li>How often is the rate of spending consistent with proposed work plans and delivery of output? If not, what are the reasons for divergence and mitigation actions taken?</li> <li>Has any reallocation of funds/adaptive management been relevant and adequately justified?</li> <li>Have financial reporting and/or auditing requirements been met?</li> <li>To what extent is the project manager's level of awareness of the current financial status of the project?</li> <li>Does the FMO have a strong awareness of overall project progress when financial disbursements are made? How often is the contact between PM and FO?</li> <li>What evidence is in place that there is good communication between financial and project staff members that has</li> </ul>	<ul style="list-style-type: none"> <li>Review of PIRs, financial reports, budget revisions, fund request forms</li> <li>Interviews and consultations with the Project Management and finance teams</li> <li>Review of existing contracts or MoUs</li> </ul>
<p><b>Efficiency Cost-effectiveness and timeliness</b></p>	<ul style="list-style-type: none"> <li>What measures have been put in place to ensure quality results at the lowest possible costs (value for money)?</li> <li>Were project funds released and received by implementers on time?</li> <li>Were planned activities delivered in line with expected timeframes? If not, were the reasons for delays sufficiently documented, and justified and their implications managed?</li> </ul>	<ul style="list-style-type: none"> <li>Review of PIRs, financial reports, budget revisions, fund request forms</li> <li>Interviews and consultations with the Project Management and finance teams</li> <li>Review of existing contracts or MoUs</li> </ul>

<b>Monitoring design</b>	<ul style="list-style-type: none"> <li>• How well did the Monitoring Plan facilitate timely tracking of results and progress?</li> <li>• To what extent were project indicators consistent, useful, relevant, and SMART?</li> <li>• What changes were made to the project's results framework and indicators after the approval of the prodoc? What was the rationale for the changes?</li> <li>• To what did the Project Steering Committee provide strategic and technical guidance and were these recorded?</li> <li>• How well did the project implement MTR recommendations?</li> <li>• How well were corrective actions, if any, adopted in a timely manner?</li> </ul>	<ul style="list-style-type: none"> <li>• Review of ProDoc, CEO ER, Logical Narrative, Results Framework, Monitoring Plans, Annual Work Plans, targets and indicators, PIR and progress reports, MTR report</li> <li>• Steering Committee Minutes (8, 30-31)</li> <li>• Interviews and consultations.</li> </ul>
<b>Project reporting</b>	<ul style="list-style-type: none"> <li>• To what extent did the project reporting comply with ProDoc requirements and schedule?</li> <li>• How well are the key issues of project implementation presented in reports to facilitate adaptive management? (Including problems encountered, lessons learnt)</li> </ul>	<ul style="list-style-type: none"> <li>• Review of PIRs and progress reports and financial reports</li> <li>• Interviews and consultations.</li> </ul>
<b>Sustainability Key conditions and factors that influence the persistence of achieved outcomes</b>	<ul style="list-style-type: none"> <li>• What is the likelihood of continuity of project direct outcomes after project closure?</li> <li>• What is the level of commitment among key stakeholders to contribute to and sustain project achievements?</li> <li>• Are institutional arrangements in place and able to continue to deliver benefits after project closure?</li> <li>• To what extent do social or political factors support the continuation and further development of project direct outcomes? What are these factors?</li> <li>• How comprehensive is the exit strategy if any? Does it include financial and sustainability components?</li> </ul>	<ul style="list-style-type: none"> <li>• Review of EPA and Montenegro conservation and development policies, strategies and plans (1, 4, 7, 10-12, 20-22)</li> <li>• Interviews and consultations</li> </ul>
<b>Factors and Processes Affecting Project Performance</b>		
<b>Preparation and Readiness</b>	<ul style="list-style-type: none"> <li>• Were challenges or constraints in project design identified during the project stages? If so, how were these addressed?</li> <li>• Are any changes to project design through adaptive management responses justified and documented?</li> </ul>	<ul style="list-style-type: none"> <li>• Review of project design documents, results framework and budget</li> <li>• Review of relevant correspondence and recording of any required approvals</li> <li>• Interviews and consultations</li> </ul>
<b>Quality of Project Implementation and Execution</b>	<ul style="list-style-type: none"> <li>• To what extent did UNEP and executing organizations provide the expected leadership (technical and managerial support) to project stakeholders?</li> <li>• What risk management strategies, problem-solving approaches and adaptive management were implemented by the executing organisation adopt?</li> <li>• What changes were made to adapt to the effects of COVID-19 and how did they affect the project's performance?</li> </ul>	<ul style="list-style-type: none"> <li>• Review of relevant correspondence and recording of any required approvals</li> <li>• Interviews and consultations</li> </ul>
<b>Stakeholders participation and cooperation</b>	<ul style="list-style-type: none"> <li>• What efforts were made by Project Team to promote stakeholder ownership of the process or outcome?</li> <li>• What formal communication networks and channels were used across key stakeholder groups and how frequent were they?</li> <li>• In what modes or forums were project outputs and learning experiences shared?</li> <li>• What support was provided for collaboration or collective action between stakeholder groups? (e.g. sharing plans, pooling resources, exchanging learning and expertise)</li> <li>• What have been the progress, challenges and outcomes regarding the engagement of stakeholders in the project/program?</li> </ul>	<ul style="list-style-type: none"> <li>• Review of relevant correspondence and recording of any required approvals</li> <li>• Review of PIR and progress reports, and MTR.</li> <li>• Undertaking interviews and consultations.</li> </ul>

<p><b>Responsiveness to Human Rights and Gender Equity</b></p>	<ul style="list-style-type: none"> <li>• How explicit was gender mainstreaming in the project implementation, studies, consulting work and training?</li> <li>• How gender sensitive were project data and indicators? Was gender-disaggregated targets set and were gender-disaggregated indicators used?</li> <li>• What has been the progress, challenges and outcomes regarding gender-responsive measures and any intermediate gender result areas?</li> </ul>	<ul style="list-style-type: none"> <li>• Review of project prodoc, CEO ER, PIR and progress reports, and MTR.</li> <li>• Interviews and consultations.</li> </ul>
<p><b>Environmental and Social safeguards</b></p>	<ul style="list-style-type: none"> <li>• How well had a good Environmental, Social and Economic Safeguards (ESES) assessment carried out, with stakeholder participation? What measures have been taken to address identified risks in PIRs?</li> <li>• What environmental risks, if any, were identified during project implementation and what measures were taken to address identified risks?</li> </ul>	<ul style="list-style-type: none"> <li>• Review of Safeguards Plan</li> <li>• Review of PIRs</li> </ul>
<p><b>Country ownership and drivenness</b></p>	<ul style="list-style-type: none"> <li>• What mechanisms for the engagement of local communities were employed and how effective were they? How appropriate were they?</li> <li>• What was the level of participation of ministries, governments, and agencies in project activities?</li> <li>• How did the countries demonstrate leadership? (strategic guidance, advocacy, <i>endorsing project results, initiating non-cost complementary or additional activities, co-financing</i>).</li> <li>• To what extent did counties integrate project results into their national policies and plans?</li> </ul>	<ul style="list-style-type: none"> <li>• Review of relevant correspondence and recording of any required approvals</li> <li>• Interviews and consultations</li> </ul>
<p><b>Communication and public awareness</b></p>	<ul style="list-style-type: none"> <li>• How comprehensive was the projects communication plan/strategy and what was the level of implementation?</li> <li>• What has been the progress, challenges and outcomes regarding the implementation of the project's Knowledge Management Approach, including Knowledge and Learning Deliverables</li> <li>• What communication activities were planned and did they have a budget? How effective were they towards driving change?</li> </ul>	<ul style="list-style-type: none"> <li>• Review of communication strategies and materials and progress reports</li> <li>• Interviews and consultations.</li> </ul>

<b>ANNEX IV. KEY DOCUMENTS CONSULTED</b>
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**Project planning and reporting documents**

1. GEF5 CEO Endorsement – 4 August 2011
2. Request for Project Preparation Grant (PPG) Annex 1 -10 October 2008
3. CEO Endorsement/approval Letter Annex 2 – 17 November 2008
4. Project Implementation Form (PIF) Annex 3 – 30 October 2008
5. Contact Details (SSFA) Annex 4
6. Project Implementation Plan Annex 5
7. Third Party form Annex 6A
8. Cash Advance template Annex 6B
9. Quarterly Expenditure Statement Template Annex 7
10. GEF Budget Appendix 1
11. Co-finance budget Appendix 2
12. Project Decision Sheet 23 February 2008
13. Project Document - GFL/3401
14. Incremental Cost Analysis – Appendix 3
15. Tracking tool – Appendix 14
16. Project Result Framework – Appendix 4
17. Workplan and Timetable – Appendix 5
18. Costed monitoring and Review Plan -Appendix 7
19. Co-financing commitment letters – Pages 93-97
20. Fig. 1: Map of Africa, showing proposed EADN monitoring sites -Page 111
21. Project cooperation agreement (PCA) and amendments

**Reporting documents**

22. PIRs 2013, 2014, 2015,2016, 2017, 2018
23. Annual financial audit report 2013, 2014, 2015,2016, 2017, 2018,

**Reference documents (GEF Review Templates)**

- [00c\\_Documents needed for Terminal Reviews.docx](#)
- [00d\\_TR Main TR Report\\_Template FOR USE BY CONSULTANT.docx](#)
- [00e\\_TR Quality Assess of Review Report\\_Template FOR USE BY UNEP.docx](#)
- [01\\_TOR Terminal Review\\_All Funders.docx](#)
- [02\\_TR Review Criteria Ratings\\_Table.doc](#)
- [03\\_TR Criterion Rating Descriptions\\_Matrix.docx](#)
- [04\\_TR Weighted Ratings\\_Table.xlsx](#)
- [05\\_TR Inception Report\\_Guidance Note.doc](#)
- [06\\_TR Main Review Report\\_Guidance Note.docx](#)
- [07\\_TR TOC Reformulation Justification\\_Template.docx](#)
- [08\\_TR Quality of Project Design Assessment\\_Template.docx](#)
- [08a\\_TR Quality of Project Design Assessment\\_Template.xlsx](#)
- [09\\_TR Stakeholder Analysis\\_Guidance Note.doc](#)
- [10\\_TR Review Methodology\\_Guidance Note.docx](#)
- [11\\_TR Addressing Gender\\_Guidance Note.docx](#)
- [12\\_TR Safeguards Assessment\\_Template.docx](#)
- [13\\_TR Use of Theory of Change in Reviews\\_Guidance Note.docx](#)
- [14\\_TR Financial Tables.docx](#)
- [15\\_TR Likelihood of Impact\\_Flow Chart.xlsm](#)
- [15a\\_TR Likelihood of Impact\\_Flow Chart TEST CASE.xlsm](#)
- [16\\_TR Recommendations Quality\\_Guidance Note.docx](#)
- [16a\\_TR Presenting Recs and LL\\_Template.docx](#)

- [17\\_TR Recommendation Impl Plan\\_Template.docx](#)

<b>ANNEX V. FINANCIAL TABLES</b>
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**Table 15: Expenditure by Outcome/Output**

Component	Estimated cost at design (USD)		Actual cost/ expenditure (USD)		Expenditure (actual/planned) ratio	
	GEF Funds	Co-financing	GEF Funds	Co-financing	GEF Funds	Co-financing
Component 1: Quality Assurance (QA) and Quality Control (QC)	373,500	745,200	Data not analysed by component	Data not analysed by component	Data not analysed by component	Data not analysed by component
Component 2: Training	364,000	319,800				
Component 3: Air and Precipitation Monitoring	570,500	1,100,000				
Component 4: Database and Modelling	147,000	303,746				
Component 5: Stakeholder Involvement and Information Dissemination	260,000	275,000				
Component 6: Project management	150,000	500,000				
<b>Totals</b>	<b>1,865,000</b>	<b>3,243,746</b>	<b>1,805,000</b>	<b>2,230,948</b>	<b>97%</b>	<b>69%</b>

**Table 16: Financial Management Table**

Financial management components:	Rating	Evidence/ Comments
<b>1. Adherence to UNEP's policies and procedures: - Unsatisfactory</b>		
Any evidence that indicates shortcomings in the project's adherence <sup>4</sup> to UNEP or donor policies, procedures or rules	Yes	For the period 2011 to 2012, funds requested by the executing agency were disbursed within two weeks. Funds not disbursed in accordance with cash advance requests. For example, on May 17 2013, UNEP disbursed USD 392,415 against a fund request of USD 173,755. On June 5 2014, UNEP disbursed USD 600,000 against a fund request of USD 121,305. The quarterly analysis of actual expenditure against budget and workplan was not done, there is no evidence of quarterly reports submitted to and approved by UNEP. The project has had three no-cost extensions but on the three occasions, there were no budget revisions made. The project did not did not prepare any budget narrative reports and hence the consultant could not ascertain adherence to the guidance on expenditure variations of 10% and above.
<b>Completeness of project financial information - Unsatisfactory</b>		
Provision of key documents to the reviewer (based on the responses to A-H below) -		
A. Co-financing and Project Cost's tables at design (by budget lines)	Yes	The design document had a detailed section of project financing and budget. Both GEF funds and co-financing are analysed by component. The major sources and type of co-finance raised are clearly indicated. Both GEF funds and co-financing are further broken down by component and by activity/budget line.

<sup>4</sup> If the Review raises concerns over adherence with policies or standard procedures, a recommendation maybe given to cover the topic in an upcoming audit, or similar financial oversight exercise.

Financial management components:		Rating	Evidence/ Comments
B.	Revisions to the budget	No	The project has had three no-cost extensions and on all occasions, there were no budget revisions approved by UNEP.
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	No	Some relevant legal documents were provided. Signed copies of amendment 1 <sup>st</sup> (no-cost extension) made on December 24 2015, covering a one-year period from February 27 2016 to February 26 2017 could not be provided. Agreement with subcontractors (operating agencies) have also not been provided.
D.	Proof of fund transfers	No	Proof of funds transfer, both from UNEP to the EA, and from EA to subcontractors are not available.
E.	Proof of co-financing (cash and in-kind)	No	A significant number of operating agencies and partners did not honour their pledged co-finance. Cash co-financing was not realised.
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 of expenditure report analysed by year and by activity was provided, however, the report is in draft form and has never been approved by UNEP.  The expenditure report is also not analysed by component.
G.	Copies of any completed audits and management responses ( <i>where applicable</i> )	Yes	The project was audited annually by an independent auditor 'Victor O.O and Associates' Certified Public accountants. The project received a clean opinion in each of the four years ending December 31 2014, 2013, 2012 and six months ended December 31 2011. The auditors provided their observations on the internal control weaknesses on the project where management provided corresponding responses. The last audit was done as of December 31 2014, project expenditure for the subsequent six years (2015 – 2020) are not yet audited.
H.	Any other financial information that was required for this project (list):	No	The EA did not provide annual inventory reports for the non-expendable items, and there is no evidence that an annual physical verification of the non-expendable items was carried out as stipulated in the PCA. The EA has not submitted a 'Signed Final Statement of Accounts', the PCA states that such a statement should be submitted by the EA, within three months of completion of project activities.
<b>2. Communication between finance and project management staff – Moderately Satisfactory</b>			
Project Manager and/or Task Manager's level of awareness of the project's financial status.	MS	Both the PM and TM are aware of the project's financial status and the financial management issues facing the project. They are both aware of how the project was affected by lack of a smooth handover process from the previous TM in 2014 to the new TM who only came on board in 2021, after the project closure.	
Fund Management Officer's knowledge of project progress/status when disbursements are done.	US	The current FMO started supervising the EADN in May 2021 as delegated by the TM, there were no proper handover procedures from any finance person. The FMO came on board when all disbursements on the project had been made but no finance reports in place. Finance reports from 2017 to 2020 have now been prepared and submitted to UNEP but they are not yet approved.	
Level of addressing and resolving financial	MS	The TM and FMO have meetings every 2 weeks to review the portfolio, the focus is mainly on review of projects that have	



<b>Financial management components:</b>	<b>Rating</b>	<b>Evidence/ Comments</b>
management issues among Fund Management Officer and Project Manager/Task Manager.		closed or are due to close. The TM and FMO have used such meetings to address and resolve financial management issues of EADN project. There is no direct communication between the FMO and the PM, all official communication goes thru the TM who then provides consolidated feedback to the PM.
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.	MS	The PM at the project submits financial and progress reports through TM, TM reviews narrative reports, and FMO reviews the financial reports. The TM and FMO thereafter agree on final review comments and passes review points to the PM through the TM. TM provides feedback to the Executing Agency. Where a meeting is necessitated, they all (PM, TM, FMO) participate in the meeting. For the case of this project, the email addresses of the project team expired but they did not inform UNEP. The TM continued sending emails with no reply not aware that their email addresses domain in ACCESS had expired. She got to know it through this TE exercise.
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the review process	MS	The responsiveness from the PM, TM and FMO to financial requests during the review process was good. Both the TM and FMO provided all the necessary information that was available. The PM was unwell at the time of the review but he delegated the Operations Manager to respond to review questions.
<b>Overall rating</b>	<b>Moderately Unsatisfactory</b>	

<b>ANNEX VI. BRIEF CV OF THE REVIEWER</b>
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**Name: Dr. Julian K. Bagyendera, PhD**

<b>Profession</b>	Project Management and Evaluation Specialist
<b>Nationality</b>	Ugandan
<b>Country experience</b>	<ul style="list-style-type: none"> <li>• Europe: Netherlands</li> <li>• Africa: Uganda, South Africa, Kenya, Tanzania, Rwanda, Ethiopia, Liberia, Malawi, Côte d'Ivoire, Burundi, DR Congo, Nigeria, and Senegal.</li> <li>• Americas: U.S.A and Canada.</li> <li>• Asia: P.R. China, Thailand</li> </ul>
<b>Education</b>	<ul style="list-style-type: none"> <li>• PhD in Project Management, (majoring in monitoring and evaluation); a Master's Degree in Business Administration (MBA), Bachelor's degree in Social Sciences</li> </ul>

**Short biography**

I am a Project Management, Evaluation and Gender Specialist with over 26 years of work experience in: climate change (CC), environment, agriculture, HIV/AIDS, population, reproductive health, malaria, socio-economic strengthening, social protection, education, gender mainstreaming and integration, human and child rights, governance, advocacy, private/public partnerships, capacity building and community development. Experienced in managing complex programs with multiple implementers and funding agencies; particularly: the World Bank GEF, UNRCO, UNDP, UNICEF, UNAIDS, UNFPA, UN Women, UNEP Kenya, WHO, CDC, EU, USAID, DoD, US Embassy, Pearce Corps, Iris Group, DFID, DANIDA, SIDA, Italian Corporation, Irish Aid, Makerere School of Public, Uganda AIDS Commission, Welshare, Comic Relief, Danish Aid, Amref Health Africa, and Save the Children International. I have international experience working in Uganda, South Africa, Kenya, Tanzania, Rwanda, P.R. China, Ethiopia, Liberia, Malawi, U.S.A, Thailand, Netherlands and Canada.

As a team leader, I worked a national and international consultant for over 60 related assignments such as International consultant for midterm review of **GEF/UNEP** for evaluating SLM/SFM project in Kenya, End-term evaluation for: **World Bank (WB)/GEF** terminal evaluation for enhancing performance and accountability of social service contracts in Uganda; **WB** Strategic Country Cluster Evaluation (SCCE) in Uganda, as part of 23 countries in Sub-Saharan Africa; Terminal Evaluation (TE) for CBTI capacity strengthening project Conservation International Foundation ('CI'), **conducted proposal reviews for over 300 CSOs and technical support for developing M&E frameworks and theory of change**, developed the national CC indicators for Uganda and facilitated a series workshops for mainstreaming CC into ministries supported by **USAID/Feed the future**, end-term evaluation for: **WB/GPSA** project evaluation for enhancing performance and **accountability of social service contracts** in Uganda; developed the Country Program for Liberia **EU/UN** Spotlight to address GBV and SRHR issues, International consultant for UNAIDS/Geneva HIV/Social Protection Assessment Malawi. Developed the national climate change indicators and facilitated 38 Feed the Future Districts to develop CC action plans.

I currently work as the Executive Director/Team Leader Evaluations for Provide and Equip (P&E) Ltd, an M&E/Management Consultancy Firm headquartered in Uganda. I previously worked in several senior project management positions that include: Chief of Party, M&E Program Director /Deputy Chief of Party, Senior M&E Technical Advisor, M&E Coordinator and M&E Manager. I hold a PhD in Project Management, majoring in monitoring and evaluation; a Master's Degree in Business Administration (MBA), majoring in project management and Bachelor's degree in Social Sciences. I am a member of the Uganda Evaluation Association (UEA), AFREA and SAMEA, and IDEAS. I am skilled in MS Office packages, SPSS, STATA, NVIVO, GIS Mapping, PDA, Smart Phone and GPS electronic data collection technologies and SQL /Access databases. I am an experienced team leader with a niche in timely performance excellence and integrity.

Key specialties and capabilities cover:

- Project Management, Evaluation commissioning and producing, Gender, team leadership & report writing,

### Selected assignments and experiences

#### Independent evaluations:

No.	Contractor's Name	Period	Brief Overview of Accomplishments
1.	The Food And Agriculture Organization (FAO) of the <b>United Nations/GEF</b>	20/06/2022 – 15/09/22	Conducted <b>mid-term evaluation</b> of integrating climate resilience into agricultural and pastoral production in Uganda, through a farmer/agro-pastoralist
2.	UNEP Programme ( <b>UNEP</b> )/GEF	06/06/2022 – 30/08/22	As an <b>international consultant</b> , conducted the <b>Mid-Term Review of the UNEP/GEF Project</b> "Sustainable Land Management of Lake Nyasa Catchment in <b>Tanzania</b> " "GEF ID Number 5691".
3.	African Development Bank (AFDB), Africa Climate Change Fund	20/9/21 to 19/01/22	International Consultant to Review Concept Notes and Project Proposals of Applicants for the Third Call of Proposals on Gender Equality and Climate Resilience Projects in Africa.
4.	Conservation International Foundation ('CI')/GEF	1/7/21 to 20/9/21	<b>Conducted Terminal Evaluation (TE)</b> for the "Strengthening the Capacity of Institutions in Uganda to Comply with the Transparency Requirements of the Paris Agreement" program.
5.	GEF/UN Environment Programme (UNEP)	06/04/2021 – 06/06/21	As an <b>international consultant</b> , conducted a Mid-Term Review of the UNEP/GEF Project "Developing the Microbial Biotechnology Industry from Kenya's Soda Lakes in line with the Nagoya Protocol".
6.	GEF/UN Environment Programme (UNEP)	01/04/20 to 31/12/20	As an <b>international consultant</b> , conducted a Mid-Term Review of the UN Environment/Global Environment Facility Project "Scaling Up Sustainable Land Management and Agro-Biodiversity Conservation to Reduce Environmental Degradation in Small-Scale Agriculture in Western Kenya
7.	World Bank, Independent Evaluation Office of the Global Environment Facility ( <b>GEF</b> )	22/3/19 to 30/6/19	Conduct ex-ante Strategic Country Cluster Evaluation (SCCE) in Uganda, as part of 23 countries in Sub-Saharan Africa, covering 6 GEF projects that closed 10 years before with interventions on conservation of biodiversity in Albertine region, protected areas management and sustainable use, invasive plant management, overcoming land degradation in the cattle corridor, integrated landscape management
8.	USAID/Uganda Feed the Future, Enabling Environment for Agriculture, Chemonics International.	15/3/16 to 29/7/16	Developed the national climate change indicators. Facilitated a series of workshops for <b>38 Feed the Future Districts</b> to develop <b>Climate Change (CC)</b> action plans aligned to the national Output Based Budgeting. Conducted CC technical capacity assessment and facilitated the development of CC strengthening action plans for the Ministry of Water and Environment and Ministry of Agriculture Animal industry and Fisheries.
9.	USAID/EEA, Chemonics International	24/11/14 to 30/4/15	Facilitated a workshop for District Leaders and <b>Climate Change</b> Focal point persons on mainstreaming Climate Change (CC) into the District Development Plans and developing Climate Change indicators for the national Output Based Budgeting.
10.	USAID/EEA, Chemonics International	24/11/14 to 30/4/15	Facilitated a district leader's workshop for mainstreaming <b>Climate Change (CC)</b> into the District Development Plans
11.	United Nations Development Program (UNDP)/RCO	23/7/18 to 22/10/2018	Conducted Midterm Review of the United Nations Development Assistance Framework ( <b>UNDAF</b> ) for all UN agencies in Uganda, including <b>SDGs, NDP II and new UN reforms</b> covering <b>Governance, Human Capital Development (HCD) and Sustainable and Economic Development. Including all 11 refugee hosting districts.</b>
12.	USAID/Uganda Feed the Future, Enabling Environment for Agriculture (EEA), Chemonics International.	21/4/15 to 30/6/15	Facilitated a workshop for District Technical Planning Committees on mainstreaming <b>Climate Change (CC)</b> into the District Development Plans and developing Climate Change action plans indicators for the national Output Based Budgeting.
13.	UN Women, Liberia	6/8/18 to 20/8/18	International Results Based Management ( <b>RBM</b> ) Consultant – Country Program Document Development for <b>Liberia EU/UN Spotlight Initiative</b> to address <b>all forms of violence against women and girls</b> ; and align it to SDGs.
14.	USAID/Uganda Feed the Future Commodity Production & Marketing, Chemonics International.	5/14/13 - 11/15/13	Designed and provided <b>technical support</b> to the implementation of Feed the Future (FTF) baseline survey regarding improving the quantity and quality of coffee, maize, and beans produced and marketed by small-holder farmers. Developed the project results framework and <b>performance management Plan (PMP)</b> .
15.	Civil Society Fund Monitoring and Evaluation Agent	20009- 2012	Conducted proposal <b>reviews for over 300 CSOs</b> implementing HIV/AIDS, OVC, Social Economic Strengthening, education, and <b>crosscutting issues such as CC and gender. Provided technical support for developing M&amp;E frameworks and theory of change.</b>
16.	UNAIDS Geneva/MoGCW Malawi	7/8/2020 to 30/10/2020	As an <b>international consultant</b> , conducted an <b>HIV and Social Protection Assessment in Malawi.</b>

No.	Contractor's Name	Period	Brief Overview of Accomplishments
17.	Infectious Diseases Institute (IDI)	09/03/20 to 31/7/20	Combined baseline, mid-term and end-of-term evaluation for West-West Nile and Kampala Regional projects.
18.	UNHCR	10/02/20 to 31/12/20	Conducted the Education Response Plan for Refugees and Host Communities (ERP) Baseline Survey in all 13 Refugee hosting districts
19.	American Cancer Society/Clear Outcomes	17/01/20 to 31/05/24	Provided data collection and evaluation support for baseline survey, process and outcome evaluations for ACS Global Patient Navigation Expansion Initiative
20.	World Bank/ Global Partnership for Social Accountability	23/12/19 to 31/12/20	Conducted end-of-project evaluation for enhancing performance and accountability of social service contracts in Uganda project
21.	UNICEF	22/11/19 to 30/06/2020	Developed the National Nutrition Communication Strategy and Plan of Action; and Karamoja Nutrition Communication Campaign
22.	Uganda AIDS Commission	21/12/19 to 30/4/20	Served as the lead M&E consultant for developing the National HIV/AIDS Strategic Plan 2020/21- 2025/26 and Its M&E Plan and indicator handbook, and aligned them to SDGs and NDP III.
23.	USAID Uganda/Global Health Pro	12/8/19 to 02/11/19	Performed M&E system assessment, support and data verification for <b>the DREAMS project (HIV, FP, GBV and IGA) in 7 districts</b> of northern Uganda ( <b>Acholi and Lango Regions</b> ).
24.	Overseas Development Institute (ODI)/UNDP/ NPA	01/4/19 to 30/9/19	Conducted <b>Sustainable Development Goals (SDGs)</b> policy and institutional gap analysis in Uganda.
25.	UNICEF	5/2/19 to 30/5/19	Conducted the Knowledge, Attitudes and Practices (KAP) assessment on the Key Family Care Practices ( <b>KFCPs</b> ) in <b>30 districts</b> . KFCPs included <b>RMNCH, nutrition, WASH, education and child protection</b> .
26.	UNAIDS Geneva/MGLSD	10/09/18 to 19/01/19	Conducted an <b>HIV and Social Protection Assessment</b> in Uganda, including interviews with people living with HIV, <b>key populations and sexual minorities</b> such as transgender, commercial sex workers, truck drivers, injectable drug users and men having sex with men.
27.	USAID/QED Group LLC, Monitoring Evaluation and Learning	11/6/18 to 15/08/18	Conducted D01 ( <b>Socio-economic Strengthening</b> ) data quality Assessments and MEL System Assessments for 4 USAID-funded projects ( <i>Power Africa Uganda Electricity Supply Accelerator, Producer Organizations, Send the Cow Uganda, and Youth Leadership for Agriculture</i> across 7 districts).
28.	USAID Regional Health Integration to Enhance Services in the Acholi Region of Northern Uganda (USAID RHITES-N Acholi)	25/5/18 to 7/7/18	Conducted <b>gender, youth and social inclusion</b> analysis baseline survey in <b>8 districts</b> of Northern Uganda, Acholi Region (Agago, Amuru, Gulu, Kitgum, Lamwo, Nwoya, Omoro, and Pader).
29.	USAID/QED Group LLC, Monitoring Evaluation and Learning	15/5/18 to 15/07/18	Conducted D03 (Family Health) data quality Assessments and MEL System Assessments for <b>12 USAID-funded health projects</b> 14 districts (RHITES-SW, RHITES-EC, RHITES-E, HIWA, Voucher Plus, MAPD, SITES, Indoor Residual Activity, CHC, UHSC, SMA and Defeat TB) in <b>TB, malaria, family planning, and FP, reproductive health, water and sanitation programs</b> .
30.	USAID/QED Group LLC, Monitoring Evaluation and Learning	11/12/17 to 31/07/18	Provided training and data collection management services for the evaluation of the USAID/Uganda Private Health Support (PHS) Program.
31.	USAID/QED Group LLC, Monitoring Evaluation and Learning	07/11/17 to 15/12/17	Provided training and data collection management services for the evaluation of 'Obulamu' campaign under Communication for Health Communities/FHI360.
32.	UNFPA	28/9/2017 to 30/11/17	Conducted a Baseline Survey on Sexual and Reproductive Health Rights (SRHR)/GBV in 16 Selected Drought Affected Districts in Uganda ( <b>including 4 Karamoja districts</b> ); in line with SDGs, NDP II and HSSP).
33.	UNAIDS	28/9/2017 to 30/11/17	Conducted a Baseline Assessment of SRH)/HIV Linkages in Uganda ( <b>including 5 Karamoja districts</b> ); in line with SDGs, NDP II and HSSP.
34.	USAID/QED Group LLC, Monitoring Evaluation and Learning	07/8/17 to 30/09/17	Conducted D01 (Socio-economic Strengthening) data quality Assessments and MEL System Assessments for 7 USAID-funded projects across 6 districts.
35.	USAID/QED Group LLC, Monitoring Evaluation and Learning	15/6/17 to 30/09/17	Conducted D03 data quality Assessments and MEL System Assessments for 10 USAID-funded <b>health</b> projects ( <i>Uganda Social Marketing Activity (SMA), Maternal and Child Survival program (MCSP), Regional Health Integration to Enhance Services-SW (RHITES-SW), Health Initiatives in Workplace Activity (HIWA) and Uganda Health Supply Chain Program (UHSC), USAID's Malaria Action Program for Districts (MAPD), Procurement and Supply Management (PSA), Voucher Plus, RHITES-EC.</i> ) (TB, malaria, family planning, and FP, reproductive health, water and sanitation)
36.	World Health Organisation (WHO)	05/6/17 to 15/08/17	Conducted a meningitis vaccination coverage survey including household listing in 39 districts (including <b>all northern and all Karamoja districts</b> )

No.	Contractor's Name	Period	Brief Overview of Accomplishments
37.	Save the Children International	15/5/17 to 31/7/17	Conducted a mid-term evaluation for the maternal, neonatal and child health program in Ntoroko district and assessed alignment to NDP II.
38.	Amref Health Africa	24/5/17 to 31/5/17	Conducted a mid-term evaluation for the <b>maternal, neonatal and child health</b> program in 2 districts; and assessed alignment to NDP II.
39.	Danish People's Aid (DPA)	01/03/17 to 28/03/17	Conducted the End of Project Evaluation Report for Improving <b>Environmental Sanitation and Livelihoods</b> in Kampala by Upscaling the Use of the Community Lead Urban Environmental Sanitation (CLUES II) Approach.
40.	Aga Khan Foundation Canada (AKFC)	17/10/16 to 31/1/17	Conducted Data Quality Assessment in <b>Kenya</b> (Nairobi and Mombasa), <b>Tanzania</b> (Dar es Salaam and Lindi) and <b>Uganda</b> (Kampala and Arua) for the Strengthening <b>Education</b> Systems in East Africa (SESEA) project.
41.	USAID/QED Group LLC, Monitoring Evaluation and Learning	20/10/16 to 30/07/16	Conducted DO3 data quality Assessments and MEL System Assessments for 7 USAID funded <b>health</b> projects ( <i>family planning, HIV/AIDS, nutrition and malaria</i> )
42.	DFID/ECO-Fuel Africa	27/5/16 to 20/6/16	Conducted Midline Evaluation to assess <b>learning outcomes</b> using Early Grade Reading Assessment (EGRA) and Early Grade Mathematics Assessment (EGMA) Assessment tools.
43.	The Elizabeth Glaser Pediatric AIDS Foundation (EGPAF)/RHITES-SW	13/4/16 to 15/5/16	Conducted a baseline survey USAID Regional Health Integration to Enhance Services Project in 16 districts in South Western Uganda
44.	Makerere University School of Public Health	20/11/15 to 28/2/16	Conducted end of Project Evaluation of the Maternal and Neonatal Implementation for Equitable Systems (MANIFEST) study (January 2013 – April 2016)
45.	USAID/QED Group LLC, Monitoring Evaluation and Learning	12/12/15 to 23/12/15	Conducted DO1 data quality Assessments and MEL System assessments for 7 USAID-funded <b>Agriculture</b> and Socio-Economic Development projects.
46.	USAID/QED Group LLC, Monitoring Evaluation and Learning	23/10/15 to 11/11/15	Conducted DO3 data quality Assessments and MEL System Assessments for 8 USAID funded <b>health</b> projects ( <i>family planning, HIV/AIDS, nutrition and malaria</i> )
47.	USAID/QED Group LLC, Monitoring Evaluation and Learning	22/10/15 to 1/6/18	Performed <b>sub-contract management</b> for the program on M&E systems and frameworks, conducting surveys to support evaluations and research, collecting and analyzing data, and delivering data quality assessments.
48.	Iris Group	14/10/15 to 31/12/15	Conducted data quality Assessments for <b>socioeconomic</b> entrepreneurs
49.	AMREF	15/7/15 to 31/8/15	Conducted a baseline survey for the maternal, neonatal and child health programs in 2 districts.
50.	USAID/URC/ASSIST	13/7/15 to 31/12/15	Provided M&E <b>Technical Support</b> to the project including conducting DQAs and MEL System Assessment.
51.	UNFPA	15/6/15 to 30/8/15	Conducted an end-of-program evaluation for the UN Joint Population program in Uganda implemented by 10 UN Agencies in 15 districts ( <b>including 7 Karamoja districts</b> ).
52.	USAID/Monitoring and Evaluation of Emergency Plan Progress (MEEPP) Uganda	4/6/15 to 30/11/15	Provided management and technical support supervision services to 13 Senior Consultants for District M&E Capacity Building for Strengthening Health Management Information System (HMIS) and Orphans and Vulnerable Children Management Information System ( <b>OVC MIS</b> ) and DQAs.
53.	DEVINA	9/3/2015 to 30/3/15	Performed technical review of DENIVA <b>M&amp;EL Plan and indicators</b> , designed data collection tools and trained project implementers on M&E
54.	Uganda AIDS Commission	17/2/2015 to 15/3/15	Developed the <b>National HIV/AIDS M&amp;E Plan 2015/16–2019/20 and NSP Indicator Handbook</b>
55.	USAID/QED Group LLC, Monitoring Evaluation and Learning	13/1/2015 – 5/2/15	Conducted End of Term Evaluation using the <b>Client Exit Survey</b> methodology for the End of Project Evaluation for STAR East, STAR South West and STAR East Central and produced reports
56.	Iris Group, USA	5/1/2015 to 27/3/15	Conducted data quality assessments for Vital Voices Fellows in <b>Uganda, Kenya and Nigeria</b>
57.	UNAIDS Uganda	22/10/14 to 30/12/14	Designed and conducted the end-of-term evaluation for the UN Joint Program Support for HIV and AIDS (JUPSA) in Uganda; that entailed a nationwide consultative process across a multi-sectoral spectrum of stakeholders. Developed the January to December 2015 JUPSA work plan ( <b>including 5 Karamoja districts</b> ).
58.	USAID/QED Group LLC, Monitoring Evaluation and Learning	20/10/14 to 5/11/14	Conducted a <b>Cost Efficiency Assessment</b> Survey for 'Save a Mother Give a Life' project in 40 health facilities, 4 districts. Analysed data and produced data sets per facility, and indicator; developed a comprehensive field report.
59.	USAID/QED Group LLC, Monitoring Evaluation and Learning Contract	22/9/14 to 15/10/14	Designed and conducted M&E system assessment as well as <b>data quality assessments</b> for 8 USAID Feed the Future Projects implementing agriculture and climate change (CPM, EEA, Community Connector, Ag-Inputs, Harvest Plus, ABSP 2, ACDI/VOCA and Mercy Corps).
60.	USAID/QED Group LLC, Monitoring Evaluation and Learning Contract	1/9/14 to 15/9/14	Designed and implemented data quality assessments for <b>TB, Malaria and medical</b> procurement projects.

No.	Contractor's Name	Period	Brief Overview of Accomplishments
61.	Uganda AIDS Commission	4/8/14 to 10/10/14	Conducted the <b>midterm review</b> for the National HIV/AIDS Strategic Plan 2011/12- 2014/15 and developed the National Strategic Plan 2015/16– 2019/20; and assessed alignment to SDGs and NDP II.
62.	UN Women/MFPED	8/8/14 to 8/10/14	Developed the gender strategy and indicators for the Ministry of Finance, Planning and Economic Development contracted by UN Women
63.	USAID/EEA, Chemonics International	14/8/14 to 18/8/14	Facilitated a district leader's workshop for mainstreaming <b>Climate Change (CC)</b> into the District Development Plans using MFPED Output Budget Tool (OBT) and developed a detailed plan for rolling it out to district technical planning committees in USAID Uganda 19 CC focus districts.
64.	Uganda AIDS Commission	4/8/14 to 9/9/14	Designed and conducted a <b>capacity assessment</b> for UAC Self Coordinating Entities and developed and capacity-building strategy.
65.	Wellshare International	6/6/14 to 2/8/14	Designed and conducted a <b>baseline survey for the HIV/AIDS and Family Planning</b> Integration Project in Arua District.
66.	Data Care (U) Ltd	27/5/14 to 30/7/14	Developed <b>Board of Directors' Guidelines</b> , and board <b>handbook</b> ; and facilitated the board orientation session.
67.	USAID/EEA, Chemonics International	17/4/14 - 30/5/14	Designed and conducted the <b>Climate Change Mapping and Inventory</b> survey in the four regions of Uganda. Performed qualitative and quantitative data analysis and report writing.
68.	USAID/QED Group LLC, Monitoring Evaluation and Learning Contract	15/1/14 - 14/2/14	Designed and implemented the health facility youth <b>data validation survey in 49 health facilities</b> across 10 districts; performed analysis; produced a comprehensive validation report.
69.	USAID/Monitoring and Evaluation of Emergency Plan Progress (MEEPP) Uganda	26/11/13 - 14/12/13	Designed materials and facilitated the <b>annual review and work plan development</b> workshop and staff retreat. Produced a comprehensive workshop/retreat report with lessons learnt and recommendations.
70.	USAID/EEA, Chemonics International	8/5/13 - 9/30/13	Designed and conducted baseline surveys on ' <b>climate change</b> data for adaptation use by government decision-makers at the district level'; and 'stakeholder perceptions on the agricultural policy enabling environment'. Performed data analysis and produced reports for the baseline surveys.
71.	USAID/ MEEPP Uganda	7/8/ 13 - 8/30/13	Coordinated and worked with Medical, Public health and M&E Specialists to conduct <b>PMTCT</b> data quality assessments in <b>19 districts among 103 health facilities</b> . Compiled 19 comprehensive district reports and one aggregate national report.
72.	USAID/ MEEPP Uganda	2/25/13 - 5/13/13	Mentored and provided <b>technical support the PEPFAR implementing partners</b> in the use of the upgraded HIBRID partner reporting system. Conducted data analysis and generation of reports using aggregate country PEPFAR semi-annual 2013 report.

<b>ANNEX VII. REVIEW TORS (WITHOUT ANNEXES)</b>
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<i>Job Opening number</i>	:	22-United Nations Environment Programme-195039-Consultant
<i>Job Title</i>	:	Terminal Review Expert - EADN – Equatorial Africa Atmospheric Deposition Network" (GEF ID – 3401
<i>General Expertise</i>	:	Environmental Affairs
<i>Category</i>	:	Programme Management
<i>Department/ Office</i>	:	United Nations Environment Programme
<i>Organizational Unit</i>	:	UNEP ODED DEPI BLB GEF BLDU

### **Purpose**

The consultant will prepare the following documents, in consultation and collaboration with the Project team and in line with the detailed Terms of Reference for the Review and the guidance package provided by the UNEP Evaluation Office:

1. Terminal Review Inception Report: containing an assessment of the project, project stakeholder analysis, review framework and a tentative review schedule.
2. Draft Main Review Report: containing an executive summary that can act as a stand-alone document; detailed analysis of the review findings organized by review criteria and supported with evidence; lessons learned and recommendations and an annotated rating table.
3. Preliminary Findings Note: typically, in the form of, a PowerPoint presentation. The sharing of preliminary findings is intended to support the participation of the project team, and act to ensure all information sources have been accessed and provide an opportunity to verify emerging findings.
4. Final Main Review Report: containing an executive summary that can act as a stand-alone document; detailed analysis of the review findings organized by review criteria and supported with evidence; lessons learned and recommendations and an annotated rating table.

### **Duties and Responsibilities**

The United Nations Environment Programme (UNEP) is the leading global environmental authority that sets the global environmental agenda, promotes the coherent implementation of the environmental dimension of sustainable development within the United Nations system and serves as an authoritative advocate for the global environment. Its mandate is to coordinate the development of environmental policy consensus by keeping the global environment under review and bringing emerging issues to the attention of governments and the international community for action. UNEP's Ecosystems Division works with international and national partners, providing technical assistance and capacity development for the implementation of environmental policy, and strengthening the environmental management capacity of developing countries and countries with economies in transition. This consultancy post is located in UNEP/ Ecosystems Division/ GEF Biodiversity unit and reports to the GEF Portfolio Manager.

The GEF Biodiversity and Land Degradation Unit within the Biodiversity and Ecosystem Services Branch fulfils the implementing agency role for UNEP on the Biodiversity and Land Degradation Focal Areas projects supported through Global Environment Facility funds. The unit currently oversees over 100 projects globally. The Global Environment Facility (GEF) Trust Fund was established on the eve of the 1992 Rio Earth Summit to help tackle our planet's most pressing environmental problems. The Biodiversity focal area of GEF addresses the loss of Biodiversity and the Land Degradation focal area encourages the implementation of sustainable land management practices.

Several studies in Central and East Africa, including several conducted within the context of GEF-supported projects on the African Great Lakes, have documented atmospheric deposition rates of nitrogen and phosphorus that are much greater than in other parts of the world. This atmospheric deposition makes significant contributions to the nutrient loads of these aquatic systems, and thus contributes to the negative effects of eutrophication, including in Lake Victoria, Lake Tanganyika, and Lake Malawi. Several critical questions must be answered

before the problem can be addressed, including the source of the atmospheric nutrients, the mechanisms whereby they are introduced into the atmosphere, and what level they contribute to the nutrient budgets of African aquatic ecosystems. To answer these questions, an Equatorial African Deposition Network (EADN) was proposed. The initial network should consist of ten stations spanning a large portion of the continent. The primary objective of the network is to continuously monitor dry and wet atmospheric deposition rates of various nitrogen and phosphorus species at all sites, allowing for spatial characterization of atmospheric deposition within the region.

The ultimate objective of the project is to establish a working dialogue between equatorial African Governments that focuses on transboundary transport of major macronutrients in view of creating regional cooperation to advocate for changes in national and regional rural development programs, and that the lessons from this project will be disseminated and shared at the regional and global level.

The GEF-Biodiversity and Land Degradation unit is seeking to recruit a consultant to conduct the Terminal Review of the project to assess the overall achievements of the project, the challenges faced and engage with project counterparts to overcome the issues. This consultancy post is located in UNEP / Ecosystems Division / GEF Biodiversity and Land Degradation unit. The Review Consultant will work under the overall supervision and guidance of the GEF Task Manager, Jane Nimpamya (based in Nairobi) and will report directly to the Portfolio Manager of the GEF Biodiversity Unit based in Nairobi.

Specifically, the consultant will be required to complete the following tasks:

Inception phase:

- preliminary desk review and introductory interviews with project staff;
- prepare the review framework in line with UNEP's review guidelines;
- identify stakeholders;
- develop the interview/questions matrix;
- plan the review schedule;
- prepare the Inception Report;

Data collection and analysis phase of the Main Review, including:

- conduct further desk review and in-depth interviews with project implementing and executing agencies, project partners and project stakeholders.
- regularly report back to the Task Manager on progress and inform of any possible problems or issues encountered and;

Reporting phase, including:

- draft the Main Review Report, ensuring that the review report is complete, coherent and consistent with the task Manager guidelines both in substance and style;
- liaise with the Task Manager on comments received (including from the UNEP Review Office) and finalize the Review Report, ensuring that comments are taken into account until approved by the Task Manager
- prepare a Response to Comments annex for the main report, listing those comments not accepted and indicating the reason for the rejection; and

Managing relations, including:

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

The consultant will prepare the following documents, in consultation and collaboration with the Project team and in line with the detailed Terms of Reference for the Review and the guidance package provided by the UNEP Evaluation Office:

1. Terminal Review Inception Report: containing an assessment of the project, project stakeholder analysis, review framework and a tentative review schedule.
2. Draft Main Review Report: containing an executive summary that can act as a stand-alone document; detailed analysis of the review findings organized by review criteria and supported with evidence; lessons learned and recommendations and an annotated rating table.



3. Preliminary Findings Note: typically, in the form of, a PowerPoint presentation. The sharing of preliminary findings is intended to support the participation of the project team, and act to ensure all information sources have been accessed and provide an opportunity to verify emerging findings.

4. Final Main Review Report: containing an executive summary that can act as a stand-alone document; detailed analysis of the review findings organized by review criteria and supported with evidence; lessons learned and recommendations and an annotated rating table.

#### **Ultimate result of service**

Terminal Review Report of the "EADN – Equatorial Africa Atmospheric Deposition Network

#### **Travel Details**

Travel will be organised by the hiring office when required

Travel	Per Diem	Other	Total
0	0	0	0

#### **Output/Work Assignments**

Objectives, output expectations and performance indicators:

Tentative schedule for the review Milestone and Indicative Time frame:

- Inception Report
- Review Mission (If travel allowed)
- E-based Telephone interviews, surveys, etc.
- PowerPoint/presentation on preliminary findings and recommendations
- Draft report to Task Manager (and Project Manager)
- Draft Report shared with the wider group of stakeholders
- Final Main Review Report shared with all respondents and all their comments incorporated in the report - Final Main Review Report

Indicative level of remuneration

The total remuneration payable for this service is US\$ 27,000 (upon delivery of outputs as outlined in below). Schedule of Payment for the [Consultant]:

Deliverable	Percentage Payment
Approved Inception Report	25% (\$6,750.00)
Approved Draft Main Review Report	25% (\$6,750.00)
Preliminary Findings Note	25% (\$6,750.00)
Approved Final Main Review Report	25% (\$6,750.00)

#### **Contract Duration**

Overall Contract Duration: 4 months

Estimated amount of actual time to worked

(days, weeks, months): 12.5 days month

Regular Working Hours

(if applicable): N/A PART-TIME

Total Remuneration: 27,000

Payment Terms: Deliverable based

#### **Qualification Requirements/Review Criteria**

*Education:*

- 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.
- *Language:*
- English and French are the working languages of the United Nations Secretariat. For this consultancy, fluency in oral and written English is a requirement.
- *JFQ/JSQ:*
- A minimum of 7 years of technical / review experience is required, preferably including evaluating large, regional, or global programmes and using a Theory of Change approach.
- A good/broad understanding of conservation of biodiversity and related international frameworks and commitments.

## ANNEX VIII. QUALITY ASSESSMENT OF THE TERMINAL REVIEW REPORT

**Review Title:** Equatorial Africa Deposition Network Project (EADN)

**Consultant:** Julian K. Bagyendera

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

	UNEP Evaluation Office Comments	Final Review Report Rating
<b>Substantive Report Quality Criteria</b>		
<p><b>Quality of the Executive Summary:</b></p> <p>The Summary should be able to stand alone as an accurate summary of the main review product. It should include a concise overview of the review object; clear summary of the review objectives and scope; overall project performance rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria (plus reference to where the review ratings table can be found within the report); summary of the main findings of the exercise, including a synthesis of main conclusions (which include a summary response to key strategic review questions), lessons learned and recommendations.</p>	<p><i>The Evaluation Office advises readers that there is variability within the report of the reviewer's performance ratings at the review criteria and sub-category levels.</i></p> <p>Briefly describes the evaluand and includes findings presented by criteria. It highlights the key findings of the evaluation, as well as mentioned lessons and recommendations.</p> <p>The summary does not present the participating countries. Some repetitiveness is noted; as a summary it could be more concise</p>	4.5
<p><b>I. Introduction</b></p> <p>A brief introduction should be given identifying, where possible and relevant, the following: institutional context of the project (sub-programme, Division, regions/countries where implemented) and coverage of the review; date of PRC approval and project document signature); results frameworks to which it contributes (e.g. Expected Accomplishment in POW); project duration and start/end dates; number of project phases (where appropriate); implementing partners; total secured budget and whether the project has been reviewed/evaluated in the past (e.g. mid-term, part of a synthesis evaluation, evaluated by another agency etc.)</p> <p>Consider the extent to which the introduction includes a concise statement of the purpose of the review and the key intended audience for the findings?</p>	<p>The section covers most of the required elements, including coverage, duration, implementing partners, and purpose of the review.</p> <p>However, the institutional context of the project within UNEP and the results framework frameworks to which the project contributes are not indicated. It does not introduce the 11 participating countries. There is no information about whether the project has been reviewed in the past.</p>	4.5
<p><b>II. Review Methods</b></p> <p>A data collection section should include: a description of review methods and information sources used, including the number and type of respondents; justification for methods used (e.g. qualitative/quantitative; electronic/face-to-face); any selection criteria used to identify respondents, case studies or sites/countries visited; strategies used to increase stakeholder engagement and consultation; details of how data were verified (e.g. triangulation, review by stakeholders etc.). Efforts to include the</p>	<p>This section of the report outlines the methods used for data collection, justifies their selection, explains efforts to engage various stakeholders, and highlights the strategies used for data verification and analysis. Ethical considerations were also addressed. Additionally, the report mentions the limitations encountered.</p>	4.5

	UNEP Evaluation Office Comments	Final Review Report Rating
<p>voices of different groups, e.g. vulnerable, gender, marginalised etc) should be described.</p> <p>Methods to ensure that potentially excluded groups (excluded by gender, vulnerability or marginalisation) are reached and their experiences captured effectively, should be made explicit in this section.</p> <p>The methods used to analyse data (e.g. scoring; coding; thematic analysis etc.) should be described.</p> <p>It should also address review limitations such as: low or imbalanced response rates across different groups; gaps in documentation; extent to which findings can be either generalised to wider review questions or constraints on aggregation/disaggregation; any potential or apparent biases; language barriers and ways they were overcome.</p> <p>Ethics and human rights issues should be highlighted including: how anonymity and confidentiality were protected and strategies used to include the views of marginalised or potentially disadvantaged groups and/or divergent views. E.g. <i>'Throughout the review process and in the compilation of the Final Review Report efforts have been made to represent the views of both mainstream and more marginalised groups. All efforts to provide respondents with anonymity have been made'</i></p>	<p>The report does not mention what selection criteria was used to identify respondents, or efforts taken to include the voices of different groups and marginalized populations.</p>	
<p><b>III. The Project</b></p> <p>This section should include:</p> <ul style="list-style-type: none"> <li>• <i>Context</i>: Overview of the main issue that the project is trying to address, its root causes and consequences on the environment and human well-being (i.e. synopsis of the problem and situational analyses).</li> <li>• <i>Results Framework</i>: Summary of the project's results hierarchy as stated in the ProDoc (or as officially revised)</li> <li>• <i>Stakeholders</i>: Description of groups of targeted stakeholders organised according to relevant common characteristics</li> <li>• <i>Project implementation structure and partners</i>: A description of the implementation structure with diagram and a list of key project partners</li> <li>• <i>Changes in design during implementation</i>: Any key events that affected the project's scope or parameters should be described in brief in chronological order</li> <li>• <i>Project financing</i>: Completed tables of: (a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing</li> </ul>	<p>The report captures all the mentioned sections. The context is described relatively well, although the root cause of the problem is missing. The results hierarchy presented includes the original and reconstructed [TOC] versions. Stakeholders are clearly defined and their roles in the project are well described. Implementation challenges are sufficiently described. Financial tables are also included.</p> <p>The participating countries are not highlighted. Implementation structure is not so well described. The roles of UNEP as the GEF IA, is not defined.</p>	5
<p><b>IV. Theory of Change</b></p> <p>The reconstructed TOC at Review should be presented clearly in both diagrammatic and narrative forms. Clear articulation of each major causal pathway is expected, (starting from outputs to long term impact), including explanations of all</p>	<p>The TOC narrative provides a summary of the project's causal logic and the main drivers of change. The reconstructed TOC diagram contains several inconsistencies:</p>	2

	UNEP Evaluation Office Comments	Final Review Report Rating
<p>drivers and assumptions as well as the expected roles of key actors.</p> <p>This section should include a description of how the <i>TOC at Review</i><sup>5</sup> was designed (who was involved etc.) and applied to the context of the project? Where different groups (e.g. vulnerable, gender, marginalised etc) are included in, or affected by the project in different ways, this should be reflected in the TOC.</p> <p>Where the project results as stated in the project design documents (or formal revisions of the project design) are not an accurate reflection of the project's intentions or do not follow UNEP's definitions of different results levels, project results may need to be re-phrased or reformulated. In such cases, a summary of the project's results hierarchy should be presented for: a) the results as stated in the approved/revised Prodoc logframe/TOC and b) as formulated in the TOC at Review. <i>The two results hierarchies should be presented as a two column table to show clearly that, although wording and placement may have changed, the results 'goal posts' have not been 'moved'.</i> This table may have initially been presented in the Inception Report and should appear somewhere in the Main Review report.</p>	<p>The comparison between the original vs reformulated results hierarchy (presented in Table 3 in a previous chapter) offers no justification for changes made in the formulation of results statements.</p> <p>The reformulated statements were not used in the reconstructed ToC narrative and diagram, therefore making it unclear as to which version of the results framework was used in this review.</p> <p>Although the term 'enablers' is used to denote factors influencing the change process, the distinction between 'assumptions' and 'enablers' is unclear.</p> <p>Interlinkages between the results (from Outputs through to Impact) is not clear (often depicted using arrows/ connecting lines to symbolize pathways) and there is no clear descriptive narrative offered.</p> <p>Gender/ vulnerable groups have not received any consideration.</p>	
<p><b>V. Key Findings</b></p> <p><b>A. Strategic relevance:</b></p> <p>This section should include an assessment of the project's relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies at the time of project approval. An assessment of the complementarity of the project at design (or during inception/mobilisation<sup>6</sup>) with other interventions addressing the needs of the same target groups should be included. Consider the extent to which all four elements have been addressed:</p> <ol style="list-style-type: none"> <li>1. Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities</li> <li>2. Alignment to Donor/Partner Strategic Priorities</li> <li>3. Relevance to Regional, Sub-regional and National Environmental Priorities</li> <li>4. Complementarity with Existing Interventions</li> </ol>	<p>Alignment to GEF, partner and regional/ national priorities are sufficiently described, but relevance to UNEP's work is unclear. Examples of complementarity with existing interventions in the sub-region, and relevance to various environmental priorities are identified. Lack of coherence, coordination, networking and partnership is noted. Additionally, the report acknowledges a limitation in terms of coordination among participating countries. Rating (HS) is inconsistent with the analysis presented</p>	5

<sup>5</sup> During the Inception Phase of the review process a *TOC at Design* is created based on the information contained in the approved project documents (these may include either logical framework or a TOC or narrative descriptions). During the review process this TOC is revised based on changes made during project intervention and becomes the *TOC at Review*.

<sup>6</sup> 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.

	UNEP Evaluation Office Comments	Final Review Report Rating
<p><b>B. Quality of Project Design</b> To what extent are the strength and weaknesses of the project design effectively <u>summarized</u>?</p>	<p>The section is complete and presents a [brief] assessment of the project design's weaknesses and strengths. There is also a summary of the table showing the design quality assessment.</p>	5
<p><b>C. Nature of the External Context</b> For projects where this is appropriate, key external features of the project's implementing context that may have been reasonably expected to limit the project's performance (e.g. conflict, natural disaster, political upheaval<sup>7</sup>) and how they have affected performance, should be described.</p>	<p>Contradictory information noted – report indicates that there were no significant contextual issues, yet it highlights significantly difficult circumstances (floods, civil strife, infrastructural challenges) in some of the participating countries during the project implementation period.</p>	4.5
<p><b>D. Effectiveness</b> <b>(i) Outputs and Project Outcomes:</b> How well does the report present a well-reasoned, complete and evidence-based assessment of the a) availability of outputs, and b) achievement of project outcomes? How convincing is the discussion of attribution and contribution, as well as the constraints to attributing effects to the intervention.</p> <p>The effects of the intervention on differentiated groups, including those with specific needs due to gender, vulnerability or marginalisation, should be discussed explicitly.</p>	<p>Generally, the assessment on Effectiveness presents several inconsistencies and lacks a thorough discussion on attribution and contribution, as well as a consideration of the effects on differentiated groups.</p> <p>Some of the outcomes cannot be accurately defined as such – instead they are stated as outputs or even activities. The assessment could have benefitted from a more robust reformulation of results (outputs, outcomes) using the UNEP glossary of terms provided.</p> <p>Outputs: the assessment has focused mainly on the quantitative aspects of outputs; analysis of the qualitative aspects is insufficient, e.g., availability (for intended beneficiaries) of new products and services, gains in knowledge / abilities/ awareness among the targeted individuals or institutions</p> <p>Outcomes: The report refers to 'revised outcomes' without a clear justification for the reformulation done (also not found in the TOC chapter, or in Table 3 which presents a comparison of outcomes and output statements). TOC diagram shows only 6 outcomes, whereas this section discusses up to 15 outcomes.</p> <p>There is no clear evidence related to the status of Assumptions [or</p>	2

<sup>7</sup> Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management of the project team.

	UNEP Evaluation Office Comments	Final Review Report Rating
	Drivers] although there are numerous factors identified in the reconstructed TOC as assumptions and “enablers”	
<p><b>(ii) Likelihood of Impact:</b> How well does the report present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to likelihood of impact?</p> <p>How well are change processes explained and the roles of key actors, as well as drivers and assumptions, explicitly discussed?</p> <p>Any unintended negative effects of the project should be discussed under Effectiveness, especially negative effects on disadvantaged groups.</p>	<p>The assessment of the likelihood of impact is weak; the report fails to provide a robust, evidence -based analysis. The assessment would have benefitted from a comprehensive exploration of how various elements, such as roles of key actors, drivers, and assumptions, contribute to the likelihood of impact.</p> <p>There is no reference to the reconstructed Theory of Change. Drivers and Assumptions referenced to are not sufficiently defined or assessed in the report. The report does not appear to address unintended negative effects.</p> <p>There is little information by which to assess the likelihood that the project can make a substantive contribution to long-lasting changes and ultimately the project objective.</p>	<b>1</b>
<p><b>E. Financial Management</b></p> <p>This section should contain an integrated analysis of all dimensions evaluated under financial management and include a completed ‘financial management’ table.</p> <p>Consider how well the report addresses the following:</p> <ul style="list-style-type: none"> <li>• <i>adherence</i> to UNEP’s financial policies and procedures</li> <li>• <i>completeness</i> of financial information, including the actual project costs (total and per activity) and actual co-financing used</li> <li>• <i>communication</i> between financial and project management staff</li> </ul>	Section covers all the required aspects including some supporting evidence and tabulated data both in the main text and annexed.	<b>5</b>
<p><b>F. Efficiency</b></p> <p>To what extent, and how well, does the report present a well-reasoned, complete and evidence-based assessment of efficiency under the primary categories of cost-effectiveness and timeliness including:</p> <ul style="list-style-type: none"> <li>• Implications of delays and no cost extensions</li> <li>• Time-saving measures put in place to maximise results within the secured budget and agreed project timeframe</li> <li>• Discussion of making use during project implementation of/building on pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc.</li> </ul>	The report mentions the no-cost extensions and what contributed to them. The implications of delays are discussed briefly. Some examples of cost-saving measures, as well as notable inefficiencies, are highlighted.	<b>4.5</b>

	UNEP Evaluation Office Comments	Final Review Report Rating
<ul style="list-style-type: none"> <li>The extent to which the management of the project minimised UNEP's environmental footprint.</li> </ul>		
<p><b>G. Monitoring and Reporting</b> How well does the report assess:</p> <ul style="list-style-type: none"> <li>Monitoring design and budgeting (<i>including SMART results with measurable indicators, resources for MTE/R etc.</i>)</li> <li>Monitoring of project implementation (<i>including use of monitoring data for adaptive management</i>)</li> <li>Project reporting (<i>e.g. PIMS and donor reports</i>)</li> </ul>	<p>All the required aspects of monitoring and reporting are covered to varying levels of detail. The ratings are also consistent with the findings, except perhaps for 'monitoring design and budgeting'.</p> <p>Section could have benefited from a more robust description of the project's monitoring plan, including examples to illustrate its weaknesses</p>	4
<p><b>H. Sustainability</b> How well does the review identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of achieved project outcomes including:</p> <ul style="list-style-type: none"> <li>Socio-political Sustainability</li> <li>Financial Sustainability</li> <li>Institutional Sustainability (<i>including issues of partnerships</i>)</li> </ul>	<p>All the sub-categories of sustainability have been assessed. The level of detail and supporting evidence varies greatly. The assessment could have benefitted from more insights into country-level results. The focus is mainly on sustainability based on effective partnerships with governments and universities.</p>	5
<p><b>I. Factors Affecting Performance</b> These factors are <u>not</u> discussed in stand-alone sections but are <b>integrated in criteria A-H as appropriate</b>. Note that these are described in the Evaluation Criteria Ratings Matrix. To what extent, and how well, does the review report cover the following cross-cutting themes:</p> <ul style="list-style-type: none"> <li>Preparation and readiness</li> <li>Quality of project management and supervision<sup>8</sup></li> <li>Stakeholder participation and co-operation</li> <li>Responsiveness to human rights and gender equity</li> <li>Environmental and social safeguards</li> <li>Country ownership and driven-ness</li> <li>Communication and public awareness</li> </ul>	<p>Factors Affecting Performance are discussed in standalone sections and are based on actual findings already presented in the report. It however does not expound on the stakeholder's (limited) participation - there is lack of evidence in the report as to what caused the limited participation</p>	5
<p><b>VI. Conclusions and Recommendations</b></p> <p><b>Quality of the conclusions:</b> The key strategic questions should be clearly and succinctly addressed within the conclusions section.</p> <p>It is expected that the conclusions will highlight the main strengths and weaknesses of the project, and connect them in a compelling story line.</p>	<p><i>The Evaluation Office advises readers that there is variability within the report of the reviewer's performance ratings at the review criteria and sub-category levels.</i></p> <p>The conclusion does not provide a narrative of the project's highlights,</p>	4

<sup>8</sup> In some cases 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the Executing Agency and the overall supervision/technical backstopping provided by UNEP, as the Implementing Agency. Comments and a rating should be provided for both types of supervision and the overall rating for this sub-category established as a simple average of the two.



	UNEP Evaluation Office Comments	Final Review Report Rating
Human rights and gender dimensions of the intervention (e.g. how these dimensions were considered, addressed or impacted on) should be discussed explicitly. Conclusions, as well as lessons and recommendations, should be consistent with the evidence presented in the main body of the report.	<p>successes and/or shortcomings in a compelling manner, although it is possible to get a general impression of project performance.</p> <p>There are key issues that were not mentioned, such as the ToC at project design and the results framework that required reformulation – and why the reformulation was necessary. The section could have benefitted from more country-level insights. No strategic questions were addressed.</p>	
<p><b>ii) Quality and utility of the lessons:</b> Both positive and negative lessons are expected and duplication with recommendations should be avoided. Based on explicit review findings, lessons should be rooted in real project experiences or derived from problems encountered and mistakes made that should be avoided in the future. Lessons are intended to be adopted any time they are deemed to be relevant in the future and must have the potential for wider application (replication and generalization) and use and should briefly describe the context from which they are derived and those contexts in which they may be useful.</p>	The lessons learned are relevant, anchored on actual findings from the review process, and have the potential for wider application. Effort has been made to include gender and human rights issues	5
<p><b>iii) Quality and utility of the recommendations:</b></p> <p>To what extent are the recommendations <u>proposals for specific action to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results?</u> They should be feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when.</p> <p>At least one recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions, should be given. Recommendations should represent a measurable performance target in order that the Evaluation Office can monitor and assess compliance with the recommendations.</p> <p>In cases where the recommendation is addressed to a third party, compliance can only be monitored and assessed where a contractual/legal agreement remains in place. Without such an agreement, the recommendation should be formulated to say that UNEP project staff should pass on the recommendation to the relevant third party in an effective or substantive manner. The effective transmission by UNEP of the recommendation will then be monitored for compliance.</p> <p>Where a new project phase is already under discussion or in preparation with the same third</p>	<p>The recommendations are based on actual context and the problems identified by the review. Some of the recommendations (1, 2, 3, 5) are however not feasible as there is no follow-up phase or similar project in the pipeline within which the specified remedial actions can be implemented. Recommendation 4 is not practical as it calls for a revision of a GEF operational procedure.</p> <p>There is at least one recommendation to strengthen the human rights or gender dimension in project designs.</p>	4.5



	UNEP Evaluation Office Comments	Final Review Report Rating
party, a recommendation can be made to address the issue in the next phase.		
<b>VII. Report Structure and Presentation Quality</b>		
<b>i) Structure and completeness of the report:</b> To what extent does the report follow the Evaluation Office guidelines? Are all requested Annexes included and complete, including a gender disaggregation total for respondents.	The report is complete and contains all the recommended sections/sub-sections, including gender disaggregation total for respondents.	5
<b>ii) Quality of writing and formatting:</b> Consider whether the report is well written (clear English language and grammar) with language that is adequate in quality and tone for an official document? Do visual aids, such as maps and graphs convey key information? Does the report follow UNEP Evaluation Office formatting guidelines?	<p>The report is written in clear language and adequate in tone and quality for an official document. Tables and visual aids have been included to supplement the narrative.</p> <p>The report has a few errors, and some inconsistencies in context shared. Lack of clarity in some areas such as reformulation of the results framework. There are also several inconsistencies in the rating summary table and what is included in the report.</p> <p>Report could have benefitted from clear section numbering (to improve structure and assist in cross-referencing).</p>	4.5
<b>OVERALL REPORT QUALITY RATING</b>		<b>4.2 (MS)</b>

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