

Validated Terminal Review of "Transforming Tourism Value Chains in Developing Countries and Small Island Developing States (SIDS) to Accelerate more Resource Efficient, Low Carbon Development"

(Contributing to the UNEP Projects: "Capacity Building for Promoting Sustainable Tourism Policies, Strategies and Management Tools on Resource Efficiency and Consumer Choices" (PIMS ID 01607) and "Implementing Sustainable Policies, Strategies and Management Tools on Resource Efficiency in Tourism Value Chains" (PIMS ID 2088))













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('Transforming Tourism Value Chains in Developing Countries and Small Island Developing States to Accelerate More Resource Efficient, Low-Carbon Development')

(PIMS IDs 02088 - 01607)

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The reviewer would like to express her gratitude to all persons met and who contributed, as listed in **Annex II. Key Documents Consulted**.

The reviewer would also like to thank the project team and in particular the UNEP Project Manager Ms. Helena Rey for her contribution and collaboration throughout the review process. Sincere appreciation is also expressed to the project team who took time to provide comments to the draft report. The reviewer would also like to thank UNEP Regional Office staff, implementing partners, government representatives, and other stakeholders consulted in the four pilot countries who generously contributed their time and perspectives.

The reviewer hopes that the findings, conclusions, lessons, and recommendations emerging out of this project assessment will provide inspiration, guidance – and be useful for informing the design and implementation of follow-up activities and support improvement in the design and execution of similar projects in other countries and regions.

BRIEF EXTERNAL CONSULTANT BIOGRAPHY

Dr. Joyce Miller is CEO of a Swiss-based consultancy, Capacity Building Resource Exchange (CAPRESE) Sàrl. She has undertaken evaluation work for United Nations agencies since 2015, leveraging two decades of experience in organisational learning, capacity building, and institutional strengthening in developing and emerging countries in areas related to resource efficiency, green economy, circular economy, entrepreneurship, private sector development, impact monitoring, and evaluation. As well as coaching 1,000 senior corporate staff to tap their talents, build their leadership repertoire, and create high performance teams through programmes of the International Institute for Management Development (IMD, Switzerland), she co-developed a virtual 8-week learning journey in innovation, pioneering the institute's first 'global leadership in the cloud' offerings. She is co-founder of PREMAnet e.V., a global network of practitioners and development professionals competent in applying Profitable Resource Efficient MAnagement approaches (PREMA®), as part of the toolkit of German International Cooperation (GIZ). She is on the Executive Board of the Swiss Knowledge Management Forum (SKMF) and is a co-founder of the LEGO Serious Play Community of Practice.

ABOUT THE REVIEW

Joint Review: No

Report Language(s): English

Review Type: Terminal Review

Brief Description: This report is a terminal review of 'Transforming Tourism Value Chains in Developing Countries and Small Island Developing States to Accelerate More Resource Efficient, Low-Carbon Development' and 'Implementing Sustainable Policies, Strategies and Management Tools on Resource Efficiency in Tourism Value Chains', which encompasses two consecutive UNEP projects: 'Capacity Building for Promoting Sustainable Tourism Policies. Strategies and Management Tools on Resource Efficiency and Consumer Choices' (PIMS 01607) implemented during 2017-2020 and 'Implementing Sustainable Policies, Strategies and Management Tools on Resource Efficiency in Tourism Value Chains' (PIMS 02088) implemented during 2020-2022 to improve the tourism sector's capacity to mitigate greenhouse gas (GHG) emissions, improve resource efficiency, and drive sustainable consumption and production patterns in tourism value chains. This intervention was principally funded under the International Climate Initiative (IKI) of Germany's Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU). This terminal review assessed design, performance (in terms of relevance, effectiveness, efficiency), and outcomes (actual and potential), including sustainability. The terminal review had two key purposes; namely, to: (i) provide evidence of results to meet accountability requirements and (ii) promote learning, feedback, and knowledge sharing regarding project results and lessons learned for UNEP, the project's funder BMU, and implementing partners.

Key words Sustainable Tourism, Value Chain, Resource Efficiency, Sustainable Consumption and Production, SCP, Greenhouse Gas Mitigation, GHG, Climate Change, National Roadmaps, National Action Plans, Terminal Review, Project Review

Primary data collection period: October-December 2022

Field mission date: October 2022 (Dominican Republic)

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LIST OF ACRONYMS

10YFP 10 Year Framework of Programs on Sustainable Consumption and Production patterns COVID-19 Corona Virus Disease 2019, designation by the World Health Organization (WHO) for

the disease in 2019 caused by the novel coronavirus SARS-CoV-2

EA Expected Accomplishment EOU Evaluation Office of UNEP

EPR Extended Producer Responsibility

FMO Fund Management Officer
GEF Global Environment Facility

GGKP Green Growth Knowledge Partnership

GHG Greenhouse gas (emissions)

GIZ Deutsche Gesellschaft für Internationale Zusammenarbeit (German Agency for International

Cooperation)

GTPI Global Tourism Plastics Initiative
IKI International Climate Initiative
LAC Latin America and the Caribbean
M & E Monitoring and Evaluation

MICE Meetings/Incentives/Conferences/Events

MoU Memorandum of Understanding

MTE Mid-Term Evaluation

NDC Nationally Determined Contribution
NGO Non-Governmental Organisation

OECS Organisation of Eastern Caribbean States
PAGE Partnership for Action on Green Economy

PCA Project Cooperation Agreement
PDQ Project Design Quality (assessment)

PCEPSDI Philippine Center for Environmental Protection and Sustainable Development, Inc.

PM Project Manager
PoW Programme of Work
RE Resource Efficiency

ROA UNEP Regional Office for Africa
ROAP UNEP Regional Office for Asia/Pacific

ROLAC UNEP Regional Office for Latin America and the Caribbean

SCP Sustainable Consumption and Production

SDG Sustainable Development Goal SIM Sustainable Island Mauritius

SME(s) Small- and Medium-Sized Enterprise(s)

SP Sub-programme

SSFA Small-Scale Funding Agreement

STAG Stakeholder and Technical Advisory Group

TOC Theory of Change ToR Terms of Reference

TTVC Transforming Tourism Value Chains in Developing Countries and Small Island

Developing States to Accelerate More Resource Efficient, Low-Carbon Development

UNEP United Nations Environment Programme

UNFCCC United Nations Framework Convention on Climate Change

UNRC United Nations Resident Coordinator

UNSCDF United Nations Strategic Cooperation Development Framework

UNWTO United Nations World Tourism Organisation WRAP Waste and Resources Action Programme

WTTC World Travel & Tourism Council

PROJECT IDENTIFICATION TABLE

Table 1. Project Identification Table

UNEP PIMS ID	02088 and 01607		
Project Title	Implementing Sustainable Policies, Strategies and Management Tools on Resource Efficiency in Tourism Value Chains Transforming Tourism Value Chains in Developing Countries and Small Island Developing States (SIDS) to Accelerate More Resource Efficient, Low Carbon Development (TTVC)		
Implementing Partners	Institution Philippine Center for Enviro Sustainable Development, Asociación de Hoteles Play Travel Foundation Waste and Resources Actic World Travel & Tourism Co UNEP-DTU Partnership (DT Equality in Tourism Surrey University	Inc. (PCEPSDI) /a Dorada on Programme (WRAP) uncil (WTTC)	Geographic Responsibility Philippines Dominican Republic Mauritius and Saint Lucia Global Partner Global Partner Global Partner Global Partner Global Partner Global Partner
Most relevant	SDG 12 - Responsible Consum	nption and Production	Global i dittiei
SDGs and targets			
	 SDG 14 - Conserve and Sustainably Use the Oceans, Seas and Marine Resources for Sustainable Development Target - 14.1 - By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution 		
Relation to UNEP Mid-Term Strategy (MTS)	MTS 2018 to 2021 With the Project Revision approved in 2021, this project also supports UNEP's MTS 2022 to 2025 For People and Planet		
Programme of Work (PoW) and their Direct Outcomes:	PoW 2020-2021: 1.4 Sectoral partnerships and access to technologies for decarbonization, dematerialization and resilience are enhanced. 1.6 The private sector and financial markets apply sustainability and climate-friendly standards and norms as core values of the economy. PoW 2022-2023: 1.1 Policymaking and decision-making for climate action are informed by the latest science-based analysis and data generation. 3.6 Resource efficiency and circularity in key sectors are improved		
Sub-programmes	 SP6 Resource Efficiency Subprogramme SP1 Climate Change Subprogramme PoW 2022-2023 SP1 Climate Change SP5 Chemicals and Pollution Expected Accomplishments (EAs): Regarding SP6 RE: EA (b): Public, financial sectors increasingly a implement sustainable mana frameworks and practice. Regarding SP1 CC: EA 2b) Co. increasingly adopt and/or implement sustainable mana frameworks and practice. Regarding SP6 RE: EA (b): Public, financial sectors increasingly a implement sustainable mana frameworks and practice. Regarding SP6 RE: EA (b): Public, financial sectors increasingly a implement sustainable mana frameworks and practice. Regarding SP1 CC: EA 2b) Co. increasingly adopt and/or implement sustainable mana frameworks and practice. Regarding SP6 RE: EA (b): Public, financial sectors increasingly a implement sustainable mana frameworks and practice. Regarding SP1 CC: EA 2b) Co. increasingly adopt and/or implement sustainable mana frameworks and practice. Regarding SP6 RE: EA (b): Public, financial sectors increasingly a implement sustainable mana frameworks and practice. Regarding SP6 RE: EA (b): Public, financial sectors increasingly a implement sustainable mana frameworks and practice. Regarding SP6 RE: EA (b): Public, financial sectors increasingly a implement sustainable mana frameworks and practice. Regarding SP6 RE: EA (b): Public, financial sectors increasingly a implement sustainable mana frameworks and practice. Regarding SP6 RE: EA (b): Public, financial sectors increasingly a implement sustainable mana frameworks and practice. Regarding SP6 RE: EA (b): Public, financial sectors increasingly a implement sustainable mana frameworks and practice. Regarding SP6 RE: EA (b): Public, financial sectors increasingly a implement sustainable mana frameworks and practice. Regarding SP6 RE:		Regarding SP6 RE: EA (b): Public, private and financial sectors increasingly adopt and implement sustainable management frameworks and practices. Regarding SP1 CC: EA 2b) Countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies
	PoW 2020-2021 > SP6 Resource Efficiency Subprogramme > SP1 Climate Change Subprogramme	Contribution to indicator of EAs	SP6 RE EA b (ii): The number of public and private sector partners that adopt sustainable management policies and practices, with UNEP support SP1 CC EA b (i) The number of countries supported by UNEP that make progress in adopting and/or implementing low greenhouse gas emission development plans, strategies and/or policies

	PoW 2020-2021 > SP6 Resource Efficiency Subprogramme > SP1 Climate Change Subprogramme	Contribution to outputs	tourism p SP1 CC (b) Output 3 provided to countries t	united nations entities, urism stakeholders to implement policies, ds on more sustainable oractices B- Technical support
Coverage - Countries	Dominican Republic, Mauritius, Philippines, Saint Lucia	Coverage - Regions:	Asia Pacific, Africa, Latin America and the Caribbean (LAC)	
UNEP approval date:	June 2013			
Expected start date:	1 January 2017	Actual start date:	1 January 2017	
Planned completion date:	31 December 2020	Actual completion date:	31 December 2022	
Planned total project budget at approval	Source of funds: IKI EUR 4,978,811			
# of project revisions:	2	Date of last approved project revision:	Two extensions were granted: until 30 September 2021 and subsequently, until 31 December 2022	
# of Steering Committee meetings:	N/A	Steering Committee meetings:	Last: N/A	Next: N/A
Mid-Term Review planned:	February 2019	Mid-term Review (actual):	February 2019	
Terminal Evaluation planned:	July - December 2022	Terminal Review (actual):	October 2022-February 2023	
Previous project phase:	N/A	Future project phases:	N/A	

Source: UNEP Project Documents PIMS 01607 and 02088, approved by UNEP in June 2013 and June 2020, respectively

EXECUTIVE SUMMARY

Project Background

- 1. 'Transforming Tourism Value Chains in Developing Countries and Small Island Developing States to Accelerate More Resource Efficient, Low-Carbon Development' (hereafter, TTVC was conceived with an overall goal to improve the tourism sector's capacity to measure, report, and mitigate greenhouse gas (GHG) emissions, thereby driving sustainable consumption and production (SCP) patterns in tourism value chains. The project's support was focussed on getting governments and value chain businesses to adopt relevant policies, strategies, and approaches i.e. by using the assessments, tools, and Low Carbon and Resource Efficient National Roadmaps (for Philippines, Dominican Republic) and Action Plans (for Mauritius, Saint Lucia) developed within the project to embark on a continuous improvement trajectory.
- 2. Funded by the International Climate Initiative (IKI) of Germany's Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU) with a grant of EUR 4,978,811 valid from 1 January 2017 to 31 December 2020, TTVC was managed by UNEP's Economy Division and operationalised through two internal Project Documents: 'Capacity Building for Promoting Sustainable Tourism Policies, Strategies and Management Tools on Resource Efficiency and Consumer Choice' (PIMS 0160, approved by UNEP in June 2013) and 'Implementing Sustainable Policies, Strategies and Management Tools on Resource Efficiency in Tourism Value Chains' (PIMS ID 02088, approved by UNEP in June 2020).
- 3. Following the project's mid-term evaluation (MTE, February 2019), which highlighted issues concerning time management, fundraising for the business models and solutions identified in the National Roadmaps/Action Plans, and added new activities and milestones to align with UNEP's Programme of Work (Po) 2022-2023 indicators and considered effects arising from COVID-19 impacts, the project was prolonged until 31 December 2022. Its Theory of Change (TOC) remained intact.

This Review's Aim and Scope

- 4. This terminal review was undertaken by an independent external Consultant managed by the UNEP Project Manager, with initial guidance provided by UNEP's Evaluation Office (EOU). It was carried out during December 2022 to February 2023 to: (i) provide evidence of results to meet accountability requirements; (ii) promote learning, feedback, and knowledge sharing regarding results and lessons learned for UNEP, the project's funder BMU, and implementing partners.
- 5. In terms of scope, this terminal review covered the intervention's design (2013 and 2016) and its implementation (from 2017-2022).
- 6. The key audiences for the terminal review's findings, lessons learned and recommendations include: the principal funder BMU, UNEP staff, and implementing partners.
- 7. The Reviewer used a participatory approach whereby key stakeholders were kept informed and consulted throughout the process. Quantitative and qualitative methods were used to collect and triangulate data underpinning the analysis and findings regarding performance. The project's TOC was used as an analytical framework to assess outcomes and likelihood of impact.

Key Findings

8. **Strategic Relevance** - strongly reflecting donor interest in mitigating GHG emissions and advancing SCP, the project was highly relevant for global, regional, and national

priorities vis-à-vis the tourism sector. Combining UNEP's normative and operational orientation, TTVC was aligned with strategic priorities related to climate change, biodiversity, and pollution/waste and had strong internal and external coherence in synergizing with UNEP initiatives, leveraged existing platforms (e.g. One Planet Network, Green Growth Knowledge Partnership platforms for 'Green Policy' and 'Green Industry', amongst others) and contributed to other ongoing activities.

- 9. **Project Design Quality** reflecting a high level of ambition and innovative (value chain) approach, key design strengths include: strategic relevance, governance arrangements, and partnership strategy. Areas for improvement related to the absence of a mapping of IKI indicators to UNEP's project framework, over-emphasis on mitigation (understandably reflecting the donor's key aim), and the high level of complexity (reflecting high ambition) of a simultaneous pilot and roll-out.
- 10. Nature of External Context considered moderately unfavourable, given the pilot countries' (as island nations) comparatively high vulnerability to climate hazards and their potential to disrupt economic operations, high reliance on fossil fuel energy and tourism (which is associated with high resource consumption, high importation, waste generation, land/marine pollution, biodiversity impacts, and low sector wages). While there was political goodwill and general stability, the COVID-19 pandemic had severe impacts on the tourism sector (essentially brought to a halt from March 2020), diverting resources/attention of the involved national actors and generating serious challenges for business engagement for data collection, leading to renegotiated performance targets and shortfalls.
- 11. Effectiveness developed in a consultative manner that generated country ownership, the project delivered its planned outputs, perceived as useful and built with scientific rigour. These have been used to improve the tourism sector's capacity to mitigate GHG emissions, improve resource efficiency and contribute to countries' climate priorities. A consciously architected 'exit strategy' together with the 2021 initiatives Global Tourism Plastics Initiative (GTPI) and Glasgow Declaration on Climate Action in Tourism (expected to sustain measurement and reporting) increased the likelihood of achieving the envisaged longer term impact post-COVID-19, as the tourism sector advances in its recovery efforts.
- 12. **Financial Management** strong adherence to UNEP and donor policies and procedures with establishment of suitable systems, processes, and relationships between project and financial management, who showed consistent awareness of and interest in enhancing project performance.
- 13. **Efficiency** while a 50% increase in duration from two 'no-cost' extensions and the return of unspent funds might be considered a deficit, the unprecedented impacts for the tourism sector stemming from the COVID-19 pandemic that severely affected all four pilot countries were exceptional. While some aspects related to contracting and funds disbursement could benefit from review, given the project's adaptive management, cost efficiency and active pursuit of synergistic elements, the overall assessment of its efficiency is regarded, on balance, as satisfactory.
- 14. Monitoring and Reporting the monitoring approach was adequately designed, budgeted, and supported performance management and learning. At times, its comprehensive application was experienced by some implementing partners as overextending their capacities. Their progress reporting supported UNEP in carrying out its monitoring and annual reporting responsibilities. Use of hyperlinks enabled retrieval of supporting documents, forming a valuable knowledge repository for proof and handover.

- 15. Quality of Project Management and Supervision there was consistent focus on achieving planned outputs/outcomes, with high appreciation for the project team's engagement, dedication, accessibility and leadership. Led with energy, vision, a problem-solving attitude and high capabilities in adaptive management, the breadth of responsibilities of the Project Manager role inclined more centralised control as the key focal point. Robust governance at country level, together with an expert advisory group providing peer review, functioned to enhance the quality of deliverables and supervision.
- Sustainability considering key conditions likely to undermine or contribute to sustaining benefits achieved at outcome level, weakness in socio-political factors (and COVID-19 effects) outside the control of the project team and implementing partners was offset by conscious efforts to architect an 'exit strategy' addressing internal and external sustainability and by championing links to the UN Strategic Cooperation and Development Framework (UNSCDF) and UN Resident Coordinator. The evolution of national development plans and government capacities in the pilot countries increased confidence in the sustainability of the institutional framework, particularly where recognition was growing regarding the contribution of the tourism sector to the Nationally-Determined Contribution (NDC) mitigation plan.

Conclusions

- 17. In linking issues not typically seen as climate-related to a country's NDC, the project has enhanced understanding of sustainable tourism's potential as a low-emission pathway that considers broader socio-economic goals for countries where tourism plays a pivotal role in sustaining livelihoods and national economies.
- 18. The project's outputs were actively used to improving the tourism sector's capacity to mitigate GHG emissions, improve resource efficiency and promote a paradigm shift to more sustainable consumption and production patterns, despite the disruption caused by the COVID-19 pandemic. TTVC's achievements can be attributed to suitable adaptive management, pragmatism and the positive effects of collective teamwork.
- 19. The National Roadmaps/Action Plans for the four pilot countries developed through an inclusive process (which built national ownership) provided a platform for evidence-based decision-making and prioritisation perceived to be high in relevance and utility for those charged with planning the way forward.
- 20. Operationalising these National Roadmaps/Action Plans involved implementation challenges that not all pilot countries were equipped to address in the absence of further support and/or follow-up, including ongoing internal and external pressure to pursue sustainable tourism. Efforts to identify ways in which the UN system could help showed promise regarding sources of support for dealing with these implementation challenges.
- 21. While the project's 'exit strategy' warranted high confidence in the institutional sustainability of this intervention, monitoring and follow-up would be needed to gauge the eventual impact.
- 22. For the project's planning, implementation, and evaluation, it would have been helpful to map the IKI indicators to UNEP's project framework as part of the design document.
- 23. The combination of piloting at the same time as rolling out the tools being developed through the project's support, within a highly complex setting, with protracted consultative and feedback processes executed with a rigorous performance management approach with high demands for monitoring and reporting, burdened by sub-optimal contracting processes and UN administration, created risk related to insufficient absorption capacity and cashflow challenges for implementing partners/contractors.

- 24. A stronger emphasis on empowerment and inclusiveness in shaping solutions which some stakeholders felt was embodied by gender equity as opposed to gender equality might better serve such interventions.
- 25. The single-minded focus on reaching GHG emission mitigation indicator targets may have overshadowed the notion that sustainable tourism is about engaging the country as a whole and finding suitable ways in which small- and medium-sized enterprises (SMEs) which constitute a major portion of the tourism economy in many countries could be equipped to improve the sustainability of their operations.
- 26. Based on the findings from this review, the project demonstrates performance at the 'Satisfactory' level. Table 2 summarizes the review ratings.

Table 2: Summarized Rating Table

Criteria	Rating
A. Strategic Relevance	Highly Satisfactory
B. Quality of Project Design	Satisfactory
C. Nature of External Context	Moderately Unfavourable (not included in calculating the project's overall performance)
D. Effectiveness	Satisfactory
E. Financial Management	Highly Satisfactory
F. Efficiency	Satisfactory
G. Monitoring and Reporting	Highly Satisfactory
H. Sustainability	Likely
I. Factors Affecting Performance	Highly Satisfactory
Overall Project Rating	Satisfactory

Figure 1 shows the calculation of the project's overall rating, using a weighted table (which puts the strongest emphasis on 'Effectiveness', followed by 'Sustainability'), following UNEP's guidance.

27. Table 11 in the Conclusions section provides further details regarding the review findings and assessment of the project ratings across the set of all review criteria.

Lessons Learned

- 28. Lesson 1: Conscious attention to architecting 'exit strategy' from a project's outset, using a structured approach for its handover and phasing-over/down/out, contributes to better outcomes and encourages stakeholders/beneficiaries to focus resources from the beginning towards project results and their sustainability and effectiveness.
- 29. Lesson 2: A high degree and quality of stakeholder engagement, together with project leadership and collective teamwork, are key for achieving even ambitious project goals in a moderately unfavourable environment.
- 30. Lesson 3: A project's management and leadership are decisive factors in assuring the effectiveness, integrity, and sustainability of development interventions

Recommendations

- 31. Recommendation 1: For future project designers and implementers in UNEP, other UN agencies and development actors, IKI and other international/multilateral/bilateral donors funding sustainable tourism, GHG mitigation, adaptation and climate action
 - Design and fund follow-up projects with a value chain perspective focussed on resource efficiency, circular economy, and innovative business models that embrace both GHG mitigation and adaptation, which would provide scope for better inclusion of SMEs and engaging a country as a whole in sustainable tourism.
- 32. Recommendation 2: For future project implementers in UNEP
 - Proactively establish early outreach to the UNRC in pilot countries as part of building 'exit strategy' from the outset, together with identifying links with a country's UNSCDF to facilitate early strategic discussion with others working in the region with longer timescales and a potential to offer follow-up support, while also exploring ways in which a project could "dovetail" and "open the door for other UNEP services to be offered".
- 33. Recommendation 3: For future project designers and implementers
 - Review the approach for addressing human rights and gender equality in the evolving context of expanding definitions of gender and in light of new UN Secretariat guidance to address gender, human rights, and disability under the umbrella of 'inclusivity'.

Validation

The report has been subject to an independent validation exercise performed by UNEP's Evaluation Office. The performance ratings for the "Transforming Tourism Value Chains in Developing Countries and Small Island Developing States (SIDS) to Accelerate more Resource Efficient, Low Carbon Development" set out in the Conclusions and Recommendations section (p60), have been adjusted as a result. The overall project performance is validated at the 'Satisfactory' level. The Evaluation Office has found the overall quality of the report to be 'Satisfactory' (See Annex XIII).

I. INTRODUCTION

- 34. 'Transforming Tourism Value Chains in Developing Countries and Small Island Developing States to Accelerate More Resource Efficient, Low-Carbon Development' (hereafter, TTVC) set out to support the development of an effective policy framework and good governance for sustainable tourism development. Its overall goal was to improve the tourism sector's capacity to mitigate greenhouse gas (GHG) emissions and drive sustainable consumption and production (SCP) patterns in tourism value chains (¶61) by getting governments and value chain businesses to adopt relevant policies, strategies, and approaches i.e. by using the assessments, tools, and Low Carbon and Resource Efficient National Roadmaps (for Philippines, Dominican Republic) and Action Plans (for Mauritius, Saint Lucia) developed within the project to measure and report contributions and make continuous improvements.
- 35. The TTVC project was justified in view of major impacts stemming from the global tourism sector's rapid expansion (i.e. depletion of natural resources: water, energy, land) and its pivotal role in economic development. While promising countries contributions to sustainable growth, jobs, technology adoption, and investment, there was a growing need and opportunity to improve this sector's capacity to mitigate GHG emissions and other pollution and improve resource efficiency. There was particular interest in three value chains, identified as being disproportionately responsible for the tourism sector's consumption of water and energy and generation of GHG emissions; namely: i) Accommodation; ii) Food and Beverage; iii) Meetings/Incentives/Conferences/Events (MICE).
- 36. The project's support for government policy, capacity building, and evidence-based decision-making to foster an enabling environment together with decoupling tourism growth from carbon emissions was expected to assist four pilot countries (Dominican Republic, Mauritius, Philippines, Saint Lucia) in achieving their Nationally Determined Contribution (NDC) related to compliance with the 2015 Paris Agreement and the 2030 Agenda for Sustainable Development.
- 37. The TTVC project was funded by the International Climate Initiative (IKI) of Germany's Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU) with a grant of EUR 4,978,811 valid from 1 January 2017 to 31 December 2020, prolonged to 31 December 2022 through two extensions (¶69). Although the extensions lengthened the project's duration by two years, its Theory of Change (TOC) remained intact (¶70).
- 38. Managed by UNEP's Industry and Economy Division, TTVC supported its Resource Efficiency Sub-Programme 6 (SP6), with expected accomplishments (EAs) related to public, private, and financial sectors' adoption of sustainable management frameworks and practices. The project also related to UNEP's SP1 Climate Change, with EAs related to countries' implementation of low GHG emission development strategies and investment in clean technologies. Spanning two biennium periods, the project supported UNEP's Mid-Term Strategy (MTS) for 2018-2021, and with the project's revision/extension to 31 December 2022, it also contributed to the MTS for 2022-2025.
- 39. The TTVC project was operationalized by UNEP through two internal Project Documents: 'Capacity Building for Promoting Sustainable Tourism Policies, Strategies and Management Tools on Resource Efficiency and Consumer Choice' (PIMS 0160, approved by UNEP in June 2013) and 'Implementing Sustainable Policies, Strategies and Management Tools on Resource Efficiency in Tourism Value Chains' (PIMS ID 02088, approved by UNEP in June 2020).

- 40. The project was the subject of a mid-term evaluation (MTE) carried out in February 2019, which highlighted issues concerning time management, fundraising for the business models and solutions identified in the National Roadmaps/Action Plans developed within the project to that mid-way point (¶71), and added new activities and milestones that facilitated alignment with UNEP's PoW 2022-2023 indicators and considered effects arising from COVID-19 impacts.
- 41. The key audiences for the findings, lessons, and recommendations contained within this report are: BMU, UNEP, project implementing partners, and pilot countries' government counterparts.

II. REVIEW METHODS

- 42. This terminal review was planned into the project's design, guided by a Terms of Reference (see ToR in **Annex VIIAnnex VIAnnex VIAnnex VI**), managed by the UNEP Project Manager (Paris, France), with initial guidance by UNEP's Evaluation Office (EOU in Nairobi, Kenya). It was carried out by an independent consultant to: (i) provide evidence of results to meet accountability requirements; (ii) promote learning, feedback, and knowledge sharing regarding results and lessons learned for UNEP, the project's funder BMU, and implementing partners.
- 43. This exercise covers the project's design (2016) and implementation (from 2017-2022). The main reference documents included: UNEP's 2016 proposal to IKI and the two internal Project Documents that UNEP used to operationalise the TTVC project (¶39).
- 44. As a first step, an Inception Report was prepared to assure mutual understanding between the Consultant and UNEP Project Manager regarding: a) the purpose, scope, review questions and key strategic questions to be explored; b) the conduct of the review; and c) the format and contents of the resulting report. A matrix with a pool of relevant questions, organised by review criteria, together with indicators and sources of evidence, was used to guide data collection and analysis. Input from UNEP's project team was solicited and addressed in the process of finalising this report.
- 45. The Consultant used a participatory approach, while maintaining independence. Key stakeholders were regularly informed about progress. UNEP's project team and implementing partners had an opportunity to provide feedback on preliminary findings and the draft Terminal Review Report, which was taken into account in its finalisation.
- 46. To triangulate the findings, quantitative and qualitative data were collected from varied sources, using different means, including:
 - <u>Desk review</u>: of key documentation (see Annex II. Key Documents Consulted) supplied by the project team, including the project proposal initially developed in 2013 and the version submitted by UNEP to IKI in 2016, the corresponding UNEP Project Documents; reports of planned and executed activities, monitoring reports, progress reports prepared for IKI; financial reports, Small-Scale Funding Agreements (SSFAs) and Partnership Cooperation Agreements (PCAs) and their amendments signed with contractors and implementing partners; publications, newsletters, awareness-raising material; survey reports; relevant correspondence; and the websites of UNEP, IKI, and implementing partners.
 - Interviews: while 25-30 stakeholders were initially targeted for interview, finally a total of 43 consulted; of these, 28 female (65%) and 15 male (35%). The added respondents were identified by the Consultant using a 'snowball' technique (i.e. by asking interviewees "who else should be contacted?"). The consultation process included: the donor, UNEP staff and Regional Offices supporting the pilot countries; implementing partners; government, private sector, and STAG representatives in the four demonstration countries (see Annex III. People consulted during the Review). Semi-structured interviews of 45-60 minutes were carried out using a protocol with 20 key questions covering the review criteria and two key strategic questions identified in the review ToR. In view of the limited time available, a tailored subset of questions was explored, delving into areas where project stakeholders were able to provide key evidence and perspectives that contributed to the aims of the terminal review
 - <u>Consultations</u>: (by email, Zoom) with the core project team and Fund Management Officer (FMO) to clarify specific points and gather direct feedback on the main issues;

- <u>Survey</u>: existing survey reports were consulted, including the follow-up National Skills survey undertaken by the UNEP project team in the final months of the intervention;
- <u>Preliminary Findings' presentation</u>: convened (by Zoom) with the UNEP project team, Regional Office in Latin America and the Caribbean (LAC), and implementing partners covering the four pilot countries. This session included four questions administered through online polling to gather input, which was considered in finalizing the project's assessment.
- 47. Representative informants were identified from key groups uncovered in the stakeholder analysis carried out during the project's design phase (¶62). While aiming for inclusiveness, the emphasis was put on interviewing stakeholders with a comparatively high level of influence and interest. These accounted for 93% of the individuals consulted through interview for this terminal review (40 of 43).
- 48. To increase engagement in the review process, the Consultant made direct contact with each stakeholder individually and explained the aim of the assessment, with a request for input. A set of questions was typically shared in advance, which enabled preparation for this exchange; some were additionally given the option to provide written input using the Interview Protocol.
- 49. To preserve the review process's integrity and enhance freedom of expression, stakeholders were assured of the confidentiality of their input. This was maintained throughout the exchange with project partners, analysis, and the reporting process. Data was collected in a manner that respected ethics, human rights issues, and followed UN Standards of Conduct. Prior consent was gained for data collection and use. Anonymity was preserved. Within the report, evidence has been presented without attribution to individual stakeholders or their organisations.
- 50. Input was gathered regarding project activities in Mauritius, Saint Lucia, Dominican Republic and the Philippines by interviewing project implementers. This data was triangulated with the views of government representatives and end beneficiaries (e.g. hotels, related associations, other private sector actors) in the pilot countries.
- 51. For the analysis, an evidence-based approach with robust analytical underpinning was used. A body of codes was developed related to the review criteria and sub-categories. A software tool¹ was then used to systematically code, analyse, cross-reference, and comment data gathered through interviews. To organise the data, numerous reports were generated according to the review categories and then manually reviewed and commented to identify themes for further analysis. This effort was complemented by comprehensive review of internal project documentation and external public sources, allowing for triangulation of the findings and development of evidenced-based lessons and recommendations.
- 52. In developing the Terminal Review Report, efforts were made to present the views of both mainstream and less represented views. Such views were visible to the Consultant through the use of the above-mentioned tool, which provides a direct trace to detailed interview notes, with relevant utterances categorized by stakeholder cohort.
- 53. The project was assessed using UNEP's standard nine review criteria and their constituent components: (A) Strategic Relevance; (B) Quality of Project Design; (C) Nature of External Context; (D) Effectiveness, including assessment of provision of outputs, achievement of outcomes, and likelihood of impact; (E) Financial Management; (F) Efficiency; (G) Monitoring and Reporting; (H) Sustainability; and (I) Factors Affecting Project Performance.

¹ QDA Miner. See https://provalisresearch.com/products/qualitative-data-analysis-software/freeware/

54. Performance ratings were assigned using UNEP's standard 6-point system², detailed accompanying criteria, and weighting table. In the overall performance scoring, this table puts the heaviest weight on 'Effectiveness' followed by 'Sustainability', while Nature of External Context is excluded from this calculation (see Figure 1).

Evaluation criteria	Rating	Score	Weight	Weighted Score
Strategic Relevance (select the ratings for sub-categories)	Highly Satisfactory	6.00	6	0,4
Alignment to UNEP's MTS, POW and strategic priorities	Highly Satisfactory	6	0.5	
Alignment to Donor/Partner strategic priorities	Satisfactory	6	0.5	
Relevance to regional, sub-regional and national issues and needs	Highly Satisfactory	6	2,5	
Complementarity with existing interventions	Satisfactory	6	2,5	
Quality of Project Design	Satisfactory	5	4	0.2
Nature of External Context	Moderately Unfavourable			
Effectiveness (select the ratings for sub-categories)	Satisfactory	5.00	45	2.3
Availability of outputs	Satisfactory	5	5	
Achievement of project outcomes	Satisfactory	5	30	
Likelihood of impact	Likely	5	10	
Financial Management (select the ratings for sub-categories)	Highly Satisfactory	6.00	5	0.3
Adherence to UNEP's policies and procedures	Satisfactory	6		
Completeness of project financial information	Satisfactory	6		
Communication between finance and project management staff	Satisfactory	6		
Efficiency	Satisfactory	5	10	0.5
Monitoring and Reporting (select the ratings for sub-categories)	Highly Satisfactory	5.33	5	0.3
Monitoring design and budgeting	Satisfactory	5		
Monitoring of project implementation	Satisfactory	5		
Project reporting	Highly Satisfactory	6		
Sustainability (select the ratings for sub-categories)	Likely	5.00	20	1.0
Socio-political sustainability	Likely	5		
Financial sustainability	Likely	5		
Institutional sustainability	Highly Likely	6		
Factors Affecting Performance (select the ratings for sub-categories)	Highly Satisfactory	5.56	5	0.3
Preparation and readiness	Highly Satisfactory	6		
Quality of project management and supervision	Highly Satisfactory	6		
Stakeholder participation and cooperation	Highly Satisfactory	6		
Responsiveness to human rights and gender equity	Satisfactory	5		
Environmental and social safeguards	Highly Satisfactory	6		
Country ownership and driven-ness	Satisfactory	5		
Communication and public awareness	Highly Satisfactory	6		
A Company of the Comp			100	5.15
	7		Satisfacto	ory

Figure 1: Weighted Ratings Table to Calculate Overall Performance Score

- 55. Direct inquiry could not be undertaken with all project partners engaged in all activities and all relevant beneficiaries in the demonstration countries. In this light, representative informants were identified, with 43 stakeholders interviewed in an in-depth manner (¶46).
- 56. Another limitation related to the decision to collect data using remote means. This approach carries some risks; notably: 1) not being able to reach people and gain their consent to provide input within the planned timeframe; 2) weakness or failure of communication channels related to technology deficiencies, insufficient office or home infrastructure; and 3) limited willingness of informants to engage in sufficient exchange to gain the relevant evidence and perspectives to address the breadth and depth of aspects mentioned in the review ToR. To mitigate these challenges, the Consultant made direct personal contact with informants, succinctly communicating the terminal review's aims and specifying a maximum of 60 minutes for the interview (and being prepared to accept less); and provided questions in advance in order to clarify the scope of the review and allow for advance preparation (¶48).

² Most categories used the rating scale: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Nature of External Context was rated from Highly Favourable (HF) to Highly Unfavourable (HU). Likelihood of Impact and aspects related to Sustainability were rated from Highly Likely (HL) to Highly Unlikely (HU). While Nature of External Context was rated, it was not included in calculating the project's overall performance rating-

III. THE PROJECT

A. Context

- 57. The project worked in collaboration with government to create the enabling environment required to transform the tourism sector towards a low carbon and resource efficient future. While there were already a range of policies, management tools and best practices promoting resource efficient and sustainable tourism, these appeared to have generated insufficient progress and limited consensus on how sustainability actions should be mainstreamed into the daily operations of tourism businesses to deliver the envisaged economic and environmental benefits. Therefore, the project adopted an approach of building partnerships with governments, NGOs, and tourism businesses in order to promote the necessary adoption of the proposed approaches, considering country- and destination-specific needs and concerns.
- 58. Spanning two biennium periods (¶38), the TTVC project was operationalised by UNEP through two internal Project Documents (¶39): PIMS 0160 (which ran from 2017 to 2020) and PIMS 02088, (which ran from mid-June 2020 to 31 December 2022). While not directly mapping to these project document periods, the overall intervention was composed of an 'assessment phase' (2017-2018) and an 'implementation phase (from 2019 onwards), as visualised in Figure 2.

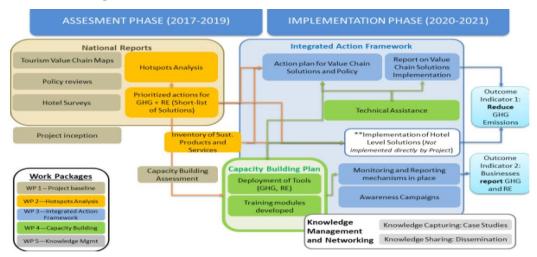


Figure 2: Relationship Between Assessment Phase and Implementation Phase Projects

- 59. The 'assessment phase' had the following objectives:
 - Establish and analyse the sector's inventory of GHG emissions and sustainable products and services in tourism value chains;
 - ➤ Establish an integrated emissions reduction and resource efficiency (RE) action framework based on life cycle approaches, with specific indicators for mitigation/adaptation priorities.
- 60. The 'implementation phase' was originally planned to run from 2019 to 2021 (subsequently extended to 31 December 2022), had the following objectives:
 - > Build local institutional and networking capacities;
 - Support national implementation and results reporting;
 - > Enhance regional tourism networking, lessons and learning;
 - Meet project-specific objectives.

B. Objectives and components

61. As mentioned (¶34), the project's overall goal was to improve the tourism sector's capacity to mitigate GHG emissions, improve resource efficiency, and drive SCP patterns. Accordingly, the IKI project outcome and output framework has been elaborated in Table 3 – with UNEP's project framework mapped at outcome level to IKI indicators in Table 4 – and at output level in Table 5.

Table 3: IKI Outcome/Output Framework

Project outcome	Outcome indicator
1. To improve the tourism sector's capacity to mitigate GHG emissions, improve resource efficiency and to drive SCP patterns in tourism value	0.1. By 2022, GHG emissions tourism value chain businesses are reduced by at least x% against the project baseline NB: this indicator does not feature in the PIMS results framework. Reference indicator for 0288 is Number of businesses that report their GHG emissions reduction in tourism sector as PIMS 0288 was reformulated in COVID times and it was not sure to get a baseline within the project timeline
chains	0.2. By 2022, at least 40% of targeted tourism value chain businesses are reporting on GHG emissions and/or SCP indicators and targets

Project output	Output indicator
1. Life cycle-based	1.1 By 02/2019, 4 national project frameworks are developed
emissions reduction and resource efficiency action	1.2 By 12/2022, at least 50% of participating value chain businesses are implementing the integrated action framework in the Philippines and the Dominican Republic
framework with specific indicators for mitigation and SCP priorities	1.3 By 09/2018, at least 1 campaign promoting use of sustainable products and services is developed in the 2 implementing (the Philippines and the Dominican Republic) countries
2. Improved local institutional and	2.1 At least 500 tourism sector personnel have participated in project training workshops in all target countries
networking support	2.2 By 09/2020 at least 4 knowledge products developed and disseminated
capacity	2.3 By 12/2020, at least 2 business cases demonstrating GHG reduction and resource efficient operations are developed for tourism value chain businesses

Table 4: Mapping of UNEP Project Framework at Outcome Level to IKI Indicators

PIMS outcome indicators and milestones	Equivalent IKI indicators
1.1 Number of <u>businesses</u> that report (through UNEP	0.2. By 2022, at least 40% of targeted tourism
facilitated multi-stakeholder sectoral partnerships and	value chain businesses are reporting on GHG
that received technical support) their resource	emissions and/or SCP indicators and targets
efficiency improvement, plastic pollution, and/or	
adopt circular models or approaches in the tourism	
sector.	
1.2 Number of businesses that report their GHG	0.2. By 2022, at least 40% of targeted tourism
emissions reduction in the tourism sector.	value chain businesses are reporting on GHG
	emissions and/or SCP indicators and targets
1.3 Number of countries supported by UNEP that make	1.1 By 02/2019, 4 national project frameworks
progress in adopting and/or implementing low	are developed
greenhouse gas emission development plans,	
strategies and/or policies	
1.4 Percentage of engaged business that received	1.2 By 12/2022, at least 50% of participating
capacity building on the integrated action	value chain businesses are implementing the
framework/Roadmaps/implementation action	integrated action framework in the Philippines
plans/tools/single-use plastics that are adopting	and the Dominican Republic
sustainable tourism practices	
M1: Four national implementation action plans are	1.1 By 02/2019, 4 national project frameworks
adopted/integrated in multi stakeholders actions on	are developed
resource efficiency and low carbon practices by	
governments to measure progress	
M2: At least 50 private sector actors in two countries	0.2. By 2022, at least 40% of targeted tourism
are reporting and monitoring key environmental	value chain businesses are reporting on GHG
indicators	emissions and/or SCP indicators and targets
	1.1 Number of businesses that report (through UNEP facilitated multi-stakeholder sectoral partnerships and that received technical support) their resource efficiency improvement, plastic pollution, and/or adopt circular models or approaches in the tourism sector. 1.2 Number of businesses that report their GHG emissions reduction in the tourism sector. 1.3 Number of countries supported by UNEP that make progress in adopting and/or implementing low greenhouse gas emission development plans, strategies and/or policies 1.4 Percentage of engaged business that received capacity building on the integrated action framework/Roadmaps/implementation action plans/tools/single-use plastics that are adopting sustainable tourism practices M1: Four national implementation action plans are adopted/integrated in multi stakeholders actions on resource efficiency and low carbon practices by governments to measure progress M2: At least 50 private sector actors in two countries are reporting and monitoring key environmental

M3: 40 businesses report improvement of resource	0.2. By 2022, at least 40% of targeted tourism
efficiency, reduction of GHG emissions and/or	value chain businesses are reporting on GHG
pollution	emissions and/or SCP indicators and targets

Table 5: Mapping of UNEP Project Framework at Output Level to IKI Indicators

PIMS project output	PIMS output indicators and milestones	Equivalent IKI indicators
Output 1. Information	1.1 Number of countries using assessments/tools/	1
and knowledge	commitments to inform policies and actions	
management tools on key	1.2 Number of businesses using tools/assessments/	
environmental hotspots	commitments to inform policies and actions	
and impacts in the	1.3 Number of assessments developed in a	
tourism sector developed	consultative, multistakeholder approach made	
and shared with key		
stakeholders	available to tourism stakeholders	2.2.00.00/2020 at least 4 least 4 least days are duets
Stakenolders	M1: 2 Knowledge management tools and 2	2.2 By 09/2020 at least 4 knowledge products
Legend	assessments developed	developed and disseminated
M = milestone	M2: Knowledge management tools shared with	2.2 By 09/2020 at least 4 knowledge products
W = milestone	20 businesses	developed and disseminated
	M3: Knowledge management tools shared with 4	2.2 By 09/2020 at least 4 knowledge products
	countries	developed and disseminated
Output 2. Technical	2.1 Number of businesses that receive technical	1.2 By 12/2022, at least 50% of participating
assistance provided to	assistance and are using project tools, guidelines, and	value chain businesses are implementing the
businesses and	assessments in their jobs and daily operations	integrated action framework in Philippines and
governments in the four		Dominican Republic
selected countries to	2.2 Number of governments that receive technical	1.1 By 02/2019, 4 national project frameworks
integrate SCP/RE in	assistance and are using project tools, guidelines, and	are developed
tourism value chains and	assessments in their jobs and daily operations	
adopt circularity in the	2.3 Number of tourism stakeholders (staff and	2.1 At least 500 tourism sector personnel have
use of plastic	managers) that have received training on gender	participated in project training workshops in all
	issues	target countries
	M1: Stakeholders consultations held in support of	
	action implementation plans in pilot countries, with	
	gender aspects mainstreamed	
	M2: At least 2 national skills surveys with feedback	
	from trained project participants are conducted in	
	target countries	
	M3: Technical capacity building workshops held to	2.1 At least 500 tourism sector personnel have
	support 40 business to promote sustainability	participated in project training workshops in all
	information in reporting mechanisms	target countries
Output 3. Governments	3.1 Number of government officials & public/private	- C
and businesses'	sector staff exhibit increased knowledge/skills on SCP	
knowledge on best	plans	
practices, available	3.2 Number of Knowledge Products, including	2.2 By 09/2020 at least 4 knowledge products
resources and tools to	businesses cases demonstrating GHG reduction/SCP-	developed and disseminated
monitor tourism sector	RE operations, developed and disseminated to tourism	2.3 By 12/2020, at least 2 business cases
performance are	stakeholders	demonstrating GHG reduction and resource
enhanced	Starcholders	efficient operations are developed for tourism
cinianeca		value chain businesses
	3.3 Number of campaigns implemented promoting use	1.3 By 09/2018, at least 1 campaign promoting
	of sustainable products and services	use of sustainable products/services is developed
	or sustainable products and services	· · · · · · · · · · · · · · · · · · ·
	M1: Guidelines to measure/monitor GHG emissions	in 2 countries (Philippines, Dominican Republic)
	· ·	2.2 By 09/2020 at least 4 knowledge products
	and RE in accommodation and MICE developed	developed and disseminated
	M2: A database of 2,000 tourism industry contacts has	
	been informed of knowledge products and updated on	
	sustainable tourism activities	1.2.5.00/2010
	M3: A campaign to eliminate the use of single-use	1.3 By 09/2018, at least 1 campaign promoting
	plastics has been promoted by 30 businesses	use of sustainable products/services is developed
		in 2 countries (Philippines, Dominican Republic)

C. Stakeholders

- 62. A robust stakeholder analysis was carried out during the project's design phase, as illustrated in **Figure** 3. This analysis informed the identification of stakeholders for interview during the terminal review (**4**46).
- 63. As stakeholders with comparatively high interest in and influence on the project, <u>local partners</u> played a key role in building capacity of local institutions and businesses to implement the National Roadmaps/Action Plans developed by the project and to carry out subsequent monitoring. Given their knowledge of the local context, these actors could ensure that socio-economic features (including gender issues, highest GHG-emitting tourism value chain actors, capacities and competitiveness of small- and medium-sized enterprises (SMEs) were taken into account) and identify key sustainability issues for private and public actors. The involvement of these high interest/high influence stakeholders could be expected to enhance prospects for the generated knowledge to remain in the country and be applied following project close.

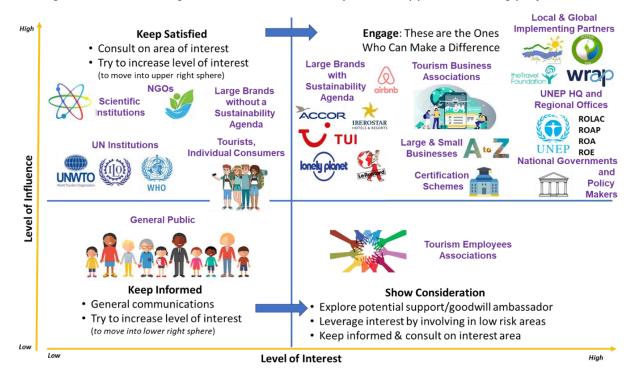


Figure 3: Stakeholder Analysis that Guided Data Collection

- 64. The project also engaged with <u>large and small business</u> (i.e. business association representatives) who benefitted from capacity building and technical assistance to improve their business performance and reporting. Judged to have high interest and influence on the project, they were also shared experiences to support South-South exchange (e.g. at events, through case studies). <u>Large brands with a sustainability agenda</u> were expected to inspire others (by setting good examples, being visible in events, etc.), deepen connection with other value chain actors, and enhance their sustainability measures and reporting.
- 65. <u>UNEP's Regional Offices</u> (ROLAC, ROAP, ROA, ROE) were also seen as stakeholders with high interest and influence. Together with UNEP's Industry and Economy Division Consumption and Production Unit, the Regional Offices were jointly responsible for project delivery³. Following their involvement in project design consultations (during

³ Indicated in (PIMS 02088) Project Document's Workplan in Annex C (pp64-68) resourced through yearly allocations in project budget (p7)

- July 2019-January 2020 and through a 12 February 2020 webinar), Regional Offices' subsequent roles and responsibilities related to capacity development, regional/national consultations and validations, and piloting of tools and recommendations in the involved countries (p27, Project Document 02088).
- 66. This Project Document (p70) also highlighted intended sensitivity to gender and minority groups under discussion of its 'Environmental, Social and Economic Screening'.

D. Project implementation structure and partners

- 67. Executed by UNEP, the project was supported by technical partners, i.e. Waste and Resources Action Programme (WRAP) and the UNEP-DTU Partnership, which provided guidance and support on the envisaged tools and national implementation). It was implemented by partners with responsibility for the pilot countries (Philippine Center for Environmental Protection and Sustainable Development Inc. (PCEPSDI) Philippines; Asociación de Hoteles Playa Dorada Dominican Republic; Travel Foundation Mauritius and Saint Lucia), in close collaboration with their respective national governments. Global partners [i.e. Surrey University, Equality in Tourism, World Travel & Tourism Council (WTTC) and UN World Tourism Organisation (UNWTO)] were also involved in the Technical Expert Advisory Group (providing peer review on deliverables) and supported the dissemination of project results.
- 68. At <u>global level</u>, a Steering Committee provided overall guidance, review and monitoring while substantive guidance on key deliverables was provided by a Technical Expert Advisory Group. At <u>regional level</u>, a Caribbean region advisory group was set up. At <u>national level</u>, Stakeholder and Technical Advisory Groups (STAGs) operated in the four pilot countries. Their membership and relationships to each other, UNEP, and the implementing partners are visualised in **Figure** 4.

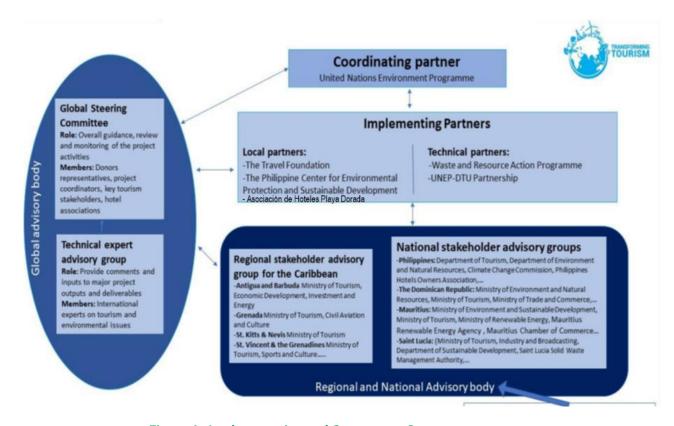


Figure 4: Implementation and Governance Structure

E. Changes in design during implementation

- 69. The project received a 9-month extension until September 2021 to align with its midterm (MTE, February 2019) recommendations (¶71). A second 'no-cost' 15-month extension until December 2022 was granted, acknowledging that additional time was needed for implementing partners to deal with the impacts from travel restrictions in place from March 2020 due to the COVID-19 pandemic.
- 70. Although the extensions lengthened the project's duration by two years, its TOC remained intact.
- 71. The duration of the 'implementation phase' was extended, taking into account the MTE's findings and recommendations concerning time management (i.e. time planning for incountry implementation, the opportunity to build circularity in the use of plastics in tourism businesses, and the need for local partners and governments to fundraise to implement the new business models and solutions identified in the Low Carbon and Resource Efficient National Action Plans and Roadmaps that had been developed during the 'assessment phase' (finalized in December 2019). In this light, the project's 'implementation phase' was expected to:
 - Be implemented in collaboration with the four pilot country governments that had been involved in building these National Roadmaps/Action Plans, thereby enhancing national ownership;
 - Allow for the provision of technical assistance to the pilot countries and businesses to apply the analyses, tools, and National Roadmaps/Action Plans developed in the preceding 'assessment phase';
 - Leverage interconnections with existing initiatives and other UNEP programmes to gain synergies and enhance the sustainability of the project's results.

F. Project financing

72. The IKI project (TTVC) was originally secured with a total funding volume of EUR 4,978,811 (¶37), with yearly allocations as shown in Table 6. No third party financing was provided. No co-financing was foreseen in the original planning.

Table 6: Project Resourcing (2017-2020)

Year	Amount in EUR
2017	1,959,978
2018	1,286,872
2019	924,244
2020	807,717
Total funding volume	4,978,811

Source: UNEP's proposal to International Climate Initiative 2016

- 73. The 'assessment phase' was planned to run during 2017-2018, with a budget of EUR 3,246,850 and the 'implementation phase' during 2019-2019 with a budget of EUR 1,731,961 (from Table 6), fully funded by Germany's BMU under IKI.
- 74. The revision (approved December 2021), which extended the duration by 15 months to 31 December 2022, shows a slightly enhanced budget of USD 1,972,695, with USD 1,603,022 under IKI, together with a minor allocation of USD 45,831 from the French government, USD 214,292 provided by the PSC sponsor, and USD 110,000 as in-kind contribution from UNEP's Environment Fund. From IKI's standpoint, this was a 'no cost' extension. In terms of UNEP's own internal systems for documenting and managing the project activity, the extension showed a slightly enhanced budget (see Table 7) related to: i) new activities to mitigate COVID-19 impacts on tourism value chains and the key

environmental hotspots that had been identified⁴; ii) adjustments to the logical framework to better align with UNEP's PoW 2022-2023 indicators (see Table 1).

Table 7: Project Revision, December 2021

Overall Budget	Amount
A: Previously approved planned budget (from the last revision)	1,972,695 USD
B: Previously secured budget (from IMIS)	1,862,695 USD
C: Total change of secured budget [sum of (i)+(ii)+(iii)	USD
i) Source of newly Secured budget (NFL 2020)	100,419 USD (including PSC %)
D: Total revised secured budget (B+C)	1,963,144 USD
E: Unsecured budget (F-D)	-
F: New total for proposed planned budget	1,963, 144 USD
G: In Kind contributions- Previously Secured	110,000 USD
H: Revised total in kind secured contributions	110,000 USD
I: Total revised planned budget: Planned + In Kind (F+H)	2,073,144 USD

Actual Secured Income by Year

Year 2020	Year 2021	Year 2022
930,082 USD	477,538 USD	231,569 USD

Source: Project Revision, approved by UNEP on 8 December 2021

⁴ p8, Project Revision 1 PoW project 02088

IV. THEORY OF CHANGE AT REVIEW

- 75. UNEP's project proposal to IKI contained a detailed problem and situation analysis, with justifications of the need for this intervention, underpinned by an analysis of causes, problems and effects encapsulated in a 'problem tree'. This elaboration provided valuable anchoring for situating the project intervention's value-add on the relatively crowded landscape, in light of several barriers that the project set out to address.
- 76. The project's core areas of activities were laid out in relation to three respective outputs, feeding into a single direct outcome, together with drivers and assumptions, within a Theory of Change (TOC), based on its logical framework, intervention logic and the accompanying narrative description.
- 77. The drivers and assumptions identified in the original TOC have remained valid, as detailed in the Inception Report prepared in the preliminary phase of this terminal review.
- 78. The project's long-term impact (i.e. the tourism sector is innovative, resource efficient, and climate resilient) relied on necessary transitional conditions following a causal pathway related to their contribution to achieving the Paris Agreement and Sustainable Development Goals (Agenda 2030) through improving their resource efficiency and reducing carbon emissions and other pollution in the tourism sector, through a value chain approach that envisaged relevant key actors cooperating and collaborating to accelerate improvements in areas with catalytic potential ('hotspots', MICE, etc.), leveraging the information, knowledge, and management tools made available by the project. The terminal review supports the validity of this articulation.

V. REVIEW FINDINGS

A. Strategic Relevance

Alignment to UNEP's UNEP Medium Term Strategy5 (MTS), Programme of Work (POW) and Strategic Priorities

Summary Assessment: In tackling the tourism sector's detrimental impacts and untapped restorative opportunities, this project is well-aligned with UNEP's strategic priorities, combining normative and operational activities, to address the three planetary crisis related to climate change, biodiversity, and pollution/waste, as reflected in the agency's Medium Term Strategies (MTS) and their associated Programmes of Work (POW) spanning the 2016-2023 period.

- 79. While the tourism sector was only mentioned once within UNEP's MTS for 2018-2021⁶ (in relation to the degradation of marine and coastal ecosystems and effects on this sector's economic activities), TTVC's promotion of resource efficiency; its clear focus on baseline development, tool development and application, monitoring and tracking; its intention to engage the private sector in implementation, monitoring, and accountability within the context of a value chain approach; its contribution to strengthening the agency's strategic regional presence towards achieving global consensus and policy coherence on key issues relating to the environmental dimension of sustainable development⁷ combine to reflect its high relevance to UNEP's strategic priorities, reflecting key elements of the agency's business model described as blending normative and operational activities.
- 80. With its extension/revision (¶38) into the subsequent MTS period (2022-2025), the project also contributed to UNEP's priorities related to tackling climate change, biodiversity and nature loss, and pollution and waste where the tourism sector's detrimental impacts and untapped restorative opportunities had been highlighted.
- 81. The project was aligned with UNEP's Programme of Work (POW) 2016-2017, 2018-2019, 2020-2021, 2022-2023 and related MTS. Its outcomes (see Table 1) fed into EAs related to Resource Efficiency and Enabling Finance and Economic Transformation (SP6), Climate Change (SP1), and Chemicals and Pollution (SP5). At national level, the project paved the way to link 'SCP' with 'climate'. A senior UNEP leader explained that bringing the agenda of resource efficiency and SCP into a country's climate priorities, especially its NDC (¶36), "helped officials see how working on issues that wouldn't normally be seen as climate-related have climate benefits". This heightened the legitimacy of investing effort and resources in the tourism sector. Moreover, the project allowed UNEP to deliver on its global agenda, according to a project team member, by advocating together with global actors (like UNWTO, WTTC) for sustainable tourism and by mainstreaming the project's findings within the international agenda, thereby serving the interest of the global tourism sector.
- 82. The project was consistent with UNEP's mandate and thematic priorities at the time of its design and through its revision, which strengthened the emphasis on life cycle and hotspots approaches underpinning tools and services associated with the tourism value

⁵ UNEP's Medium-Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes. https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents.

⁶ Formulated in light of the UN General Assembly's September 2015 adoption of the 2030 Agenda for Sustainable Development and its 17 related goals, UNEP's MTS for 2018-2021 identified its priority areas as Climate Change; Resilience to Disasters and Conflicts; Healthy and Productive Ecosystems; Environmental Governance; Chemicals, Waste and Air Quality, and Resource Efficiency https://wedocs.unep.org/handle/20.500.11822/7621

⁷ These features are characterised as 'key operating principles' in UNEP's MTS 2018-2021, p21

chain⁸. Its relevance endured through to its close in December 2022, by which time, the effects of the global COVID-19 pandemic had laid bare the vulnerabilities of economies highly dependent on tourism, contributed to interest in material circularity (together with elimination of single-use plastic in land and marine environments to preserve their tourism potential), and increased interest in savings through resource efficiency. UNEP's new MTS (2022-2025) identified transformative shifts that target drivers of climate change, biodiversity loss, and pollution⁹. UNEP's senior leadership indicated "...there is agreement that life cycle is a key entry point for UNEP across the three planetary crises".

Alignment to Donor's Strategic Priorities

Summary Assessment: The project was fully aligned with the donor's primary funding objective related to mitigating GHG emissions while also demonstrating the German government's political engagement in pursuing sustainable consumption and production patterns (as would be reflected in sustainable tourism).

- Fully funded by the German government (¶37), the TTVC project was fully aligned with IKI's primary funding policy goal to mitigate GHG emissions and was described by the donor as "filling a gap in thematic priorities". The project provided important visibility for a topic (sustainable tourism) that was portrayed as being comparatively overshadowed by energy efficiency and renewable energy, which a stakeholder described as being "high on the political agenda with long-term projects and billions in funding".
- 84. This project also contributed to IKI's subgoal of advancing SCP through its support to the four pilot countries to develop reliable GHG emission baselines and reduce emissions through application of the tools developed within the project, thereby improving the resource efficiency of key tourism value chain parts (i.e. MICE) identified as being disproportionately responsible for the tourism sector's consumption of water and energy and generation of GHG emissions (¶35).
- 85. As Germany had previously chaired the 10YFP's work on consumer information¹⁰, this project on sustainable tourism reflected the country's political engagement in advancing SCP patterns¹¹. The Reviewer sees this as an additional alignment with the donor's strategic priorities, reflecting the joint interest of the donor and implementing agency in sustaining the results of project work in this domain.

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

Summary Assessment: The project filled a gap in providing baseline verifiable GHG emission/resource efficiency data and was well-aligned with global commitments of the Paris Agreement (2015), SDGs (2016), and Glasgow Declaration on Climate Action in Tourism (2021). At national level, the project strengthened needed inter-ministerial cooperation to collectively tackle challenges facing the tourism sector.

86. The project was a timely response to global/regional/national environmental priorities articulated at the time of its design, "filling a major gap for much-needed baseline of verifiable, consistent GHG emission and resource efficiency" 12. While there were just 25

⁸ p19 Project Revision, description of Output 1: Information and knowledge management tools on key environmental hotspots and impacts

⁹ pp30-32, UNEP MTS, 2022-2025 https://www.unep.org/resources/policy-and-strategy/people-and-planet-unep-strategy-2022-2025
¹⁰ Launched after the World Summit Rio 2012, the 10 Year Framework of Programmes on SCP (10YFP) had 6 programmes: Sustainable Tourism, Consumer Information, Sustainable Public Procurement, Sustainable Buildings & Construction, Sustainable Lifestyles & Education. https://sustainabledevelopment.un.org/index.php?page=view&type=400&nr=1444&menu=35#:~:text=The%2010YFP%20is%20a%20global_both%20developed%20and%20developing%20countries.

¹¹ Germany's support for the 10YFP Consumer Information Programme Project 'Advance SCP' is described here: http://aiz.thai-german-cooperation.info/userfiles/10YFP%20Consumer%20Information%20Programme Advance%20SCP Dr %20Ulf%20Jaeckel.pdf

¹² p7, UNEP's 2016 Project Proposal to IKI

million international tourist arrivals in 1950, that grew to 166 million by 1970 and to 435 million by 1990. UNWTO projected that by 2030, tourist arrivals would reach 1.8 billion¹³. This exponential growth brought negative impacts ranging from depletion of local natural resources to pollution/waste problems to stress on local land use leading to habitat loss and overuse of water¹⁴. Overall, the tourism sector contributed 5% of global GHG emissions, which was expected to double by 2050 under 'business-as-usual' scenario¹⁵. In 2016, the United States' Environmental Protection Agency (EPA) underlined the urgency to "transform resource efficiency from a concept into a reality and infuse life cycle thinking in the way we view the use of materials"¹⁶. Starting in 2016, the world officially began implementation of the 2030 Agenda for Sustainable Development based on 17 Sustainable Development Goals (SDGs) to address urgent global challenges over the next 15 years. By 2020, scientific research had tightened the bond between life cycle thinking and sustainable development¹⁷ and awareness of the importance of local supply chains and the need to rethink how goods and services were produced and consumed (both key elements of a circular economy), accelerated in response to the COVID-19 crisis¹⁸. By November 2021, the Glasgow Declaration on Climate Action in Tourism launched at the UN Climate Change Conference (UNFCCC COP 26) put renewed emphasis on the need to accelerate climate change action in tourism¹⁹. In this light, the TTVC project was fully aligned with this Declaration's global goal to halve emissions over the coming decade and reach net zero emissions as soon as possible before 2050.

Project activities focussed on four countries where tourism played a significant role in their national economies. Through its governance structure (i.e. STAGs), the project supported needed strengthening of connections across relevant ministries (e.g. Ministry of Environment, Ministry of Industry, Ministry of Tourism, Climate Change Council, etc.) to collectively tackle challenges facing the tourism sector. A governmental stakeholder indicated, "our country does not have a strong enough national policy that brings everyone together to contribute to sustainability goals; this project brought coherence between the ministries and between the ministries and their clients" (i.e. economic operators). Accordingly, the project was described by its national government stakeholders as "reinforcing relationships" by providing a valuable entry point for collaboration with private sector actors. An involved hotel association asserted, "the project is doing the right things". An implementing partner emphasized the pertinence of the project's design, asserting, "now we have a roadmap that ties all the initiatives together for the private sector" - in the form of a "strategic, cohesive document that provides helpful guidance and prioritization" (referring to the National Roadmaps/Action Plans, ¶71). In this light, the project was described by another implementing partner as being "ahead of its time", as the 2015 Paris Agreement and its goals were relatively new to its signatories (countries) at the time of the TTVC's design.

¹³ https://www.theworldcounts.com/challenges/consumption/transport-and-tourism/negative-environmental-impacts-of-tourism

 $^{{\}color{blue} {\tt https://www.theworldcounts.com/challenges/consumption/transport-and-tourism/negative-environmental-impacts-of-tourism}} \\$

¹⁵ p6 UNEP Project Proposal to IKI, 2016

¹⁶ United States EPA (2016), 'Advancing Resource Efficiency in the Supply Chain: Observations and Opportunities for Action' https://www.oecd.org/environment/ministerial/whatsnew/2016-ENV-Ministerial-United-States-Report-Resource-Efficiency-G7-US-Workshop.pdf
¹⁷ Life Cycle Sustainability Assessment for Decision-Making (2020) https://www.sciencedirect.com/book/9780128183557/life-cycle-sustainability-Hamiltonian Procession-Walling

assessment-for-decision-making 18 https://www.unwto.org/sustainable-development/circular-

economy#:~:text=Circularity%20represents%20a%20strategic%20approach,economic%20growth%20from%20resource%20use.

¹⁹ Launched at the UNFCCC's 27th Conference of the Parties (COP) in Glasgow, Scotland, with 450 signatories, with the aim of mobilising the tourism sector towards achieving net-zero emissions by 2050, this declaration was championed by UNWTO in collaboration with the Travel Foundation, a TTVC implementing partner https://www.oneplanetnetwork.org/programmes/sustainable-tourism/glasgow-declaration/news-events/events-webinars

Complementarity with Existing Interventions/Coherence

Summary Assessment: The project's support was highly complementary to existing initiatives in boosting public sector and value chain cooperation by providing useful guidance, prioritisation, and a trajectory for pursuing sustainable tourism at country level while supporting inter-governmental processes like the Global Tourism Plastics Initiative (GTPI, 2021) and Glasgow Declaration (2021), deploying existing concepts (hotspots, lifecycle thinking, eco-innovation) and synergizing with other initiatives, [e.g. PAGE, SWITCH Africa Green's Sustainable Island Mauritius (SIM)] and through its close association with the One Planet Network, which provided resources, a testing ground for the project's tools, and a dissemination channel for its results.

- 88. Considering the context in which the TTVC project was designed to address the perceived insufficiency in progress and consensus on mainstreaming of actions towards sustainable tourism (¶57), through its implementation, this intervention is judged to have a high degree of external coherence related to:
 - undertaking assessments of the tourism sector's key environmental hotspots responsible for generating pollution, GHG emissions, and inefficient resource use (¶35), thereby leveraging a key area for public sector and value chain cooperation that had been, thus far, inadequately addressed by other actors. A Dominican Republic private sector stakeholder confirmed the pertinence of this alliance: "it's important for the public administration to understand what are the problems in the destination and what are the problems of a company in that sector; this gives us a basis for working together";
 - providing a trajectory and prioritisation through the National Roadmaps/Action Plans (¶87) developed through the project's support; on the one hand, this initiative was described by involved government stakeholders as providing useful guidance (although implementation was still highlighted as a major challenge); on the other hand, international actors saw these documents as shedding light on how sustainable tourism could be evolved at country level and saw the TTVC project's key value as "identifying the hotspots of the problem and identifying ways in which the UN system could help";
 - > feeding into and therefore boostina complementary inter-governmental processes/initiatives that emerged on the landscape; notably: i) Glasgow Declaration and its related commitments (986) launched in November 2022 by UNWTO and Travel Foundation, a TTVC implementing partner; ii) Global Tourism Plastics Initiative (GTPI) launched in November 2021 by UNEP and UNWTO in collaboration with Ellen MacArthur Foundation's New Plastics Economy Team²⁰; in this light, TTVC's tools for measurement and reporting were especially valuable, as a Project Team member explained, "the UN always has these well-articulated high-level goals, but we need the data to understand contribution and impact. This can't be known in the absence of a benchmark. Businesses may not be very motivated to do that; it takes time and resources".
 - branding the project in relation to One Planet Network, a knowledge centre led by UNWTO; featuring TTVC's launch on this platform under the tourism category generated natural synergies with UNWTO, which could then also "push for this project and its outcomes", according to a consulted stakeholder;
 - connecting with the One Planet Network meant that TTVC fed technical inputs into the above-mentioned initiatives, carried out its training on plastics through this platform, which was also used to access focus groups and other resources to research and engage with stakeholders, test the feasibility of targets, and disseminate the project's tools reducing the likelihood of redundant efforts launched by other actors; as a Project Team member explained, "we hope that we avoided others recreating research to come to conclusions that we'd already come to";

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²⁰ https://ellenmacarthurfoundation.org/the-global-tourism-plastics-initiative

- leveraging existing platforms [e.g. Green Growth Knowledge Platform (GGKP)'s 'Green Industry' and 'Green Policy', amongst other channels] to promote the project's resources (¶181);
- synergizing with ongoing UNEP initiatives (Sustainable Food, Sustainable Energy); leveraging support from UNEP's Regional Offices, including feedback on tools and recommendations ("they helped to do the baseline"); deploying UNEP-developed tools (e.g. life cycle thinking and applications, environmental hotspots analysis, eco-innovation, sustainable procurement); and aligning with countries supported by the inter-agency Partnership for Action on Green Economy (PAGE); it was reported that this worked particularly well in Mauritius where a UNEP stakeholder described PAGE's enabling work (in Green Economy) as "dovetailing" and "opening the door for other UNEP services to be offered"; in this case, TTVC was perceived as following up on PAGE, characterised as "a powerful vehicle, which has not yet been sufficiently exploited";
- ➤ linking the project's tools into existing projects, i.e. now used to sensitize operators in the EU-funded project, Sustainable Island Mauritius (SIM) under Switch Africa Green, led by the country's Tourism Authority, which has agreed to move forward in materialising the national implementation plan developed within TTVC, according to government stakeholders.

Rating for Strategic Relevance: Highly Satisfactory

B. Quality of Project Design

Summary Assessment: Reflecting a high level of ambition and innovative approach (pioneering a value chain approach in this sector), design strengths included: strategic relevance, governance arrangements, and partnership strategy (which also generated high complexity). Areas for improvement related to the absence of a mapping of IKI indicators to UNEP's project framework, over-emphasis on mitigation (understandably reflecting the donor's key aim), and the high level of complexity (reflecting high ambition) of a simultaneous pilot and roll-out.

- 89. The project's design was ambitious, innovative (in terms of focussing on the value chain) and seen by the Reviewer as adequately resourced: it sought to create baselines and national roadmaps in four nations with varying scales of tourism operations and maturity; consequently, grouping them in pairs, with actions to test assumptions and implement parts of the roadmap in the value chain in one set (Dominican Republic, Philippines) while just focussing on developing enabling environment and encouraging resource efficiency in the others (i.e. Mauritius, Saint Lucia) while simultaneously working with many teams (conceptual and on-the-ground work), building capacity in multiple regions, with an expectation for South-South experience-sharing and learning.
- 90. During the terminal review's inception phase, the project's design quality (PDQ) was assessed based on the Project Document (June 2020, PIMS 02088) together with the approved revision (December 2021), considering its extended duration, enhanced budget, and adjustments to reflect alignment with UNEP's PoW 2022-2023 indicators (¶74). In finalising the PDQ assessment, the preceding Project Document designed in 2013 and then used to kick-off the TTVC project in 2017 (PIMS 0160) was also considered. The project's overall design is deemed 'Satisfactory'.
- 91. Key design strengths include:
 - ➤ Strategic Relevance robust alignment to UNEP's MTS, POW, and strategic priorities (¶79, ¶80, ¶81, ¶82); its direct support for the donor's interest in mitigating GHG emissions/advancing SCP (¶83, ¶84); high relevance for the global/regional/national priority to address the tourism sector's detrimental effects (¶86); and the extent of complementarity and synergies sought with ongoing initiatives (¶88).

- ➤ Governance with supervisory structures to be established at global, regional, and national level, this provided for robust steering as well as national ownership (¶68); furthermore, the STAGS purposefully strengthened needed connections across relevant ministries, enabling them to collectively tackle challenges facing the tourism sector in the pilot countries (¶87).
- ➤ Partnership the project's spirit of partnership for implementation and dissemination permeates the design documents. There was high-level assessment of stakeholders' capacities, expertise, and strengths linked with agreed roles and responsibilities in project implementation (¶166).

92. Areas for improvement include:

- ➤ Updating of design/reference document the UNEP Project Document (PIMS 0160) developed in 2013 was used as the basis for developing UNEP's project proposal to IKI in 2016 for the project under review that kicked off in 2017 (to 2020) and was then revised/extended in 2021; it would have been helpful for planning, monitoring, and evaluation purposes to include a mapping of the IKI indicators to UNEP's project framework (as shown in Table 3, Table 4, and Table 5.
- > Balancing mitigation/adaptation understandably, the project focused heavily on mitigation, reflecting the funding line interest of its major donor (¶83). To reach GHG emission reduction targets, this objective naturally oriented implementation towards working with medium to large actors, often large chains in the accommodation sector (reflecting the focus on activities that would yield the highest reductions in GHG emissions, 935). With 77% of rooms in all-inclusive complexes (e.g. housing up to 10,000 guests), an implementing partner in the Dominican Republic pointed out that working with hotel chains could trigger longer term replication in other parts of the business often without UNEP intervention (a Dominican Republic private sector participant attested that she has been contacted by others in the sector to know what her hotel is doing), while a private sector actor in Mauritius emphasized that sustainable tourism is not just about accommodation: "it's about engaging the country as a whole: getting infrastructure, activities, heritage, people, community". Given the impact of climate change on the tourism sector, a senior UNEP leader asserted that any new sustainable tourism intervention should also bring adaptation and nature/biodiversity into its design and delivery to best serve the sector's needs - as well as increase focus on circular economy and fostering innovative business models in the value chain, which was seen to have a larger chance of contributing to resource efficiency and adaptation, while also allowing for stronger inclusion of small- and medium-sized enterprises (SMEs).
- ➤ Simultaneous pilot and roll-out while heightening the project's ambition level, the fact that the tools were being developed through the project at the same time as being rolled out (reflected in high targets that were not subsequently achievable also in view of COVID-19 effects which required negotiation with UNEP and the donor to modify) generated ambiguity, complexity, and sent confusing signals. The way the project was executed was experienced as a pilot by implementing partners, who reported, "there was so much tinkering with the tools" and "the Excel sheets were being regularly changed; that's why we considered it as a pilot. International projects are usually pilots".
- Complex implementation approach involved to develop/refine the technical content and implement large parts of the platform, conceptual partners were described by UNEP as "having more traditional models in mind", although wider aspects related to procurement decisions, food waste, fossil fuel and plastic use, upstream enabling conditions had to also be considered while implementing partners, who were to engage stakeholders and establish system boundaries (for reduction in scopes 1-3), indicated that the overall methodology and business engagement strategy to build the baseline were very complicated, generating overly challenging situations of having to synthesize information, as "different parts of the project were giving impulses".

93. As the project's justification identified a key gap to address, it is understandable that its first deliverable consisted of generating the much-needed baseline of verifiable, consistent GHG emissions and resource efficiency (¶86). Observing that the project's design reflected a logical behaviour change model (described as "a typically Western linear process of awareness, attitude, knowledge, action"), an implementing partner asserted that "people don't necessarily do things in that order; it's not linear. If you spend two years gathering evidence and developing knowledge, you're not inspiring people to take action. In my experience, the way to motivate people is to do something. Even if it's low-hanging fruit. Start with an initiative that brings people together and shows you can work across public and private sectors. Work on a small issue in terms of climate change. Then you can harness that energy". While this was a minority view, it provides valuable food for thought, in light of sentiments expressed by UNEP's senior leadership: "we should now move towards creating change".

Rating for Project Design: Satisfactory

C. Nature of the External Context

Summary Assessment: Considered moderately unfavourable, given the pilot countries' (as island nations) comparatively high vulnerability to climate hazards and their potential to disrupt economic operations, high dependence on fossil fuel energy, and high reliance on tourism (which was associated with high resource consumption, high importation, waste generation, land/marine pollution, biodiversity impacts, and low sector wages). While there was political goodwill and general stability, the COVID-19 pandemic had severe impacts on the tourism sector (essentially brought to a halt from March 2020), diverting national actors' attention and resources and generating serious challenges for business engagement for data collection, leading to renegotiated performance targets and shortfalls.

- 94. UNEP's 2013 Project Document (PIMS 0160) contained an overly high-level assessment in its project risk log (insufficient for assessing the nature of the external environment). UNEP's 2016 project proposal to IKI mentioned the high vulnerability to climate risks of Small Island Developing States (SIDS) and then went into detail regarding the climate hazards and economic conditions of the four involved countries, as well as giving an impression about the political context and security situation.
- 95. A more granular look of the countries' situation suggests a moderately unfavourable external context ²¹:
 - ▶ Philippines highly vulnerable to climate events that often disrupted economic operations (typhoon, flood, landslide). Energy, agriculture, industry, and waste sectors were the highest GHG emitters, with high dependence on fossil fuels. Main tourism centres were highly concentrated, dominated by large or all-inclusive hotels that relied heavily (some 100%) on imported inputs. Tourism sector described as deficient in human resources/capacities to implement SCP practices. Given the high poverty rate and dependence on overseas remittances, the economy was prone to instability; however, the government had implemented economic reforms. Considered to be politically stable although there were some concerns with human rights issues and corruption.
 - Dominican Republic vulnerable to climate hazards (hurricane, flood, drought). While the country had issues with crime/drug trafficking, political polarization, and corruption, the government had undertaken reforms to stabilize the economy's

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²¹ While their situation in 2016 was described at the time in UNEP's Project Proposal to IKI, the assessment of the external context during implementation has been complemented by information generated by ChatGPT https://chat.openai.com/chat [3 February 2023]

boom/bust cycle and it was considered to be generally stable. While there was high reliance on tourism (which was associated with high resource consumption, importation, waste generation, land/marine pollution, biodiversity impacts, and low sector wages), the all-inclusive hotels supported local agricultural markets, with positive economy-wide benefits.

- ➤ Mauritius relatively vulnerable to climate hazards (cyclones, sea level rise) posing threats to coastal areas and infrastructure. Considered safe with a relatively stable, diversified economy, with a growing tourism industry, but vulnerable to economic shocks due to dependence on imports and limited natural resources. While there have been instances of political tension and controversial government policies in recent years, the country has a functioning democracy.
- ➤ Saint Lucia moderately vulnerable to climate hazards (hurricane, tropical storm), which damaged infrastructure and disrupted the economy. Vulnerable to economic instability due to heavy reliance on tourism and limited manufacturing sector. Democratic with little crime and a peaceful political environment, the government has been implementing economic reforms to improve the country's financial situation.
- 96. Key vulnerabilities in the operating context related to tourism public and private actors were identified in a risk log, which also elaborated pertinent mitigation strategies at an appropriate level. During preparation, a moderate risk was noted for achieving the needed levels of cooperation. This risk was to be mitigated by illustrating ultimate project benefits for businesses. Another moderate risk related to achieving in a timely manner the needed levels of inter-sector consultation, cooperation, and decision-making. Potential institutional delays were to be mitigated through leveraging the procedures and membership of the project's governance structure (STAGs).
- 97. The project's revision (December 2021) explicitly noted COVID-19-related impacts on achieving the envisaged outcomes, i.e. polarising resources and managers' attention, with a strong risk (which was borne out during implementation) that the project's timeline, capacity-building and business engagement for data collection would be disrupted. Described as "one of the most acute, recent threats to the global travel and tourism industry", the pandemic affected all 4 pilot countries.
- 98. Considering the vulnerabilities and risks in the country-specific situations, the project's external operating context was seen as moderately unfavourable, particularly in view of COVID-19-related impacts apparent from December 2019 on achieving the envisaged outcomes (as noted in the project's December 2021 revision, ¶74). As imagined, all four pilot countries were (in some cases, severely) affected by the diversion of management attention and resources in these settings, which impacted the project's timeline, capacity-building and business engagement for data collection. Mitigation strategies were formulated, together with appropriate adaptive management approaches (¶71).

Rating for Nature of the External Context: Moderately Unfavourable

D. Effectiveness

99. The project's effectiveness was assessed by looking at the extent to which its planned outputs and outcome were delivered in the envisaged quantity and quality, or could be expected to be achieved in the near future, together with their likelihood of reaching the desired impact. The Reviewer also looked for evidence regarding their ownership by, and usefulness to, intended beneficiaries and the timeliness of their provision.

Availability of Outputs

Summary Assessment: All planned outputs were delivered with some over-achieved, particularly the extent of engagement in capacity-building (due to the shift to online means, triggered by COVID-19 restrictions) and generation of knowledge products and contributions to mainstreaming the product's lessons. The utility of the National Roadmaps/Action Plans generated in a consultative manner (which built ownership) is deemed to be quite high, suggesting strong likelihood that these documents will continue to be used as references in guiding national government policy in the pilot countries. There was mixed reaction to the project's tools, considered by large actors as useful references while being too demanding for SMEs and more operational staff in the value chain.

100. Regarding Output 1: having reviewed the related indicators, the project met or exceeded its targets (see Table 8). Feedback regarding the National Roadmaps/Action Plans (see Figure 5) was universally positive. Stakeholders expressing strong appreciation for their evidence base ("they're quite robust"; "they stand up to scientific scrutiny") and the "extensive participative way" in which they were developed with "a committee behind all the work" referring to the STAG (seen as "creating ownership"). The utility of these deliverables is deemed as very high: a UN Resident Coordinator (UNRC) described his country's Roadmap as "a key guide of what's been done and what should be done as next steps". Others called the National Roadmaps/Action Plans "an important reference".









Figure 5: National Roadmaps and Action Plans for the 4 Pilot Countries

101. Concerning the project's tools: stakeholders indicated that the Resource Efficiency tool was improved during the project and felt that "hotels will keep using it even after the project closes". While there was consensus about the need for baseline data, the project's GHG estimation tool (GACMO) was perceived by interviewed stakeholders as too complicated for its intended users. Implementing partners and STAG members alike indicated that "it's far too technical for the accommodation industry", "it takes too long to be useful", and "the language needs to be brought down", explaining that while UNEP, their consultants, and government officials "all speak to each other at a high level", the

- people intended to implement such tools are at a different level, pointing out "there is a huge gap". The tool was updated based on feedback collected from UNEP's project team, implementing partners and users²². The extent to which this has addressed concerns raised during stakeholder interviews was not clear to the Reviewer.
- 102. A private sector stakeholder insisted that SMEs know about sustainability issues but indicated "when you put details into such tools, that creates a challenge" whereas larger actors considered the project's tools as "another source of information that they can access and will use them to compare the benefits" of solutions, measures, etc.

Table 8: Performance Assessment by Indicator for Output 1

Output 1: Life cycle-based emis and SCP priorities	ssions reduction and	resource efficiency action framework with specific indicators for mitigation			
Indicator	Target versus Actual	Performance Assessment			
Indicator 1.1	Target: 4	Achieved			
By 02/2019, 4 national project	Actual: 4	2 National Roadmaps developed (Philippines, Dominican Republic)			
frameworks are developed		2 National Action Plans were developed (Mauritius, Saint Lucia)			
Indicator 1.2	Target: 50%	Over-Achieved			
By 12/2022, at least 50% of participating value chain	Actual: 70%	70 value chain businesses (42 in Philippines, 28 in Dominican Republic) were applying the RE/GHG tool, implementing the integrated action framework			
businesses are implementing integrated action framework in the Philippines and Dominican Republic		40 participating value chain businesses (24 in Philippines, 16 in Dominican Republic) submitted GACMO tool data to understand the level of investment needed for further measures to reduce GHG emissions			
Republic		7 hotels (1 in Philippines, 6 in Dominican Republic) had signed the Glasgow Declaration (¶86) and pledged to start their action plans in 2023			
Indicator 1.3	Target: 1	Over-Achieved			
By 09/2018, at least 1 campaign promoting use of sustainable	Actual: 2	1 st campaign (2019): to phase-out single-use plastic products in Philippines and Dominican Republic			
products & services is developed in 2 implementing countries		2 nd campaign (2021): Sustainable Procurement Awareness (on plastics) in Philippines			

- 103. Regarding Output 2: having reviewed the related indicators, the project met or significantly exceeded its targets (see Table 9). Stakeholder feedback concerning these capacity building activities was very positive, with an implementing partner calling it, "the project's biggest value". Others pointed to the high level of staff interest in sustainability training ("they usually don't get trained on how to explain to a customer why there are fewer options at the buffet"; "they were very interested in guest behaviour"; "the training was highly demanded"). Due to the shift to online training (prompted by COVID-19 restrictions), the project achieved a much higher outreach than planned (4,790 versus the targeted of 500; achieved through 40+ capacity building workshops), with 74% of respondents in the project's National Skills Survey²³ indicating that this training increased their knowledge/skills on SCP, resource efficiency, and climate mitigation plans and 87% confirming that they used the knowledge to change internal and/or external procedures (of which, 49% transferred knowledge within their organisation; 34% outside).
- 104. The project also exceeded its target for knowledge products, which were perceived positively (74.3% of participants in the above-mentioned survey indicated that the project's knowledge products and publications were useful. In addition to producing the 7 publications listed in Table 9, the project team engaged in mainstreaming the project's knowledge by providing technical inputs for international initiatives (i.e. GTPI and Glasgow Declaration, ¶88) and publications (i.e. Travel & Tourism Net Zero Roadmap,

²² p1, Final Technical Report of UNEP Copenhagen Climate Center for the reporting period 07/05/2022 to 31/12/2022

²³ Conducted in November 2022, this closing skills survey had 30 respondents, with representation across the project's 4 pilot countries

with WTTC and Accenture; a report on applying circularity in tourism that fed into the declaration made at the 9th Environment for Europe Ministerial Conference (Cyprus, November 2022); and a Climate Action Guide for Tourism Businesses and Destinations aimed at SMEs – as well as documenting significantly more case studies demonstrating GHG reduction and resource efficiency improvements arising from the project's support than foreseen to be achievable at the time of its design.

Table 9: Performance Assessment by Indicator for Output 2

Output 2: Improved lo	ocal institutional a	nd networking support capacity
Indicator	Target versus Actual	Performance Assessment
Indicator 1.1	Target: 500	Significantly Over-Achieved
At least 500 tourism sector personnel participated in project training workshops in all target countries	Actual 4,790	40+ capacity-building workshops were convened since the project's launch, which engaged 4,790 participants (according to training evaluation reports)
Indicator 1.2	Target: 4	Significantly Over-Achieved
By 09/2020 at least 4		3 industry guidelines were developed supporting the private sector
knowledge products	Actual: 7	A Resource Efficiency Data and Performance Monitoring Tool was developed
developed and disseminated		Recommended Actions were developed and published for signatories of the Glasgow Declaration
		A Manual on Sustainable Gastronomy was published in Dominican Republic
		A report on Managing Measuring, and Reporting of Waste Footprint in the Hospitality Sector was published
		Dissemination of these knowledge products was facilitated by their availability on the project's website (which was reportedly accessed over 5,000 times)
		74.3% of respondents in the project's Skills Survey
Indicator 1.3	Target: 2	Significantly Over-Achieved
By 12/2020, at least 2	Actual: 26 urce are sm	3 business cases in Philippines were developed:
business cases demonstrating GHG reduction and resource efficient operations are developed for tourism value chain businesses		 https://www.youtube.com/watch?v=yrT_ZEjTGQ4 https://www.youtube.com/watch?v=BegTVb55sCo https://www.oneplanetnetwork.org/knowledge-centre/resources/procurement-energy-efficient-equipment-reduce-carbon-footprint (demonstrating GHG reductions and resource efficiency improvements through sustainable public procurement)
		2 business case studies in the Dominican Republic were developed:
		 https://www.youtube.com/watch?v=C-Wn1KdFlHA (waste management and single-use plastic reduction measures undertaken by hotels)) https://www.youtube.com/watch?v=e6UFx K-MDA (showcased
		participating hotels' experience using the Roadmap's tools and the implemented actions related to sustainable energy and phasing out of single-use plastics, which reduced GHG emissions in their facilities)
		1 business case study in Saint Lucia was developed:
		https://www.oneplanetnetwork.org/knowledge- centre/resources/virtual-agricultural-clearing-house-programme- facilitate-local-food
		1 business case study in Saint Lucia was developed:
		https://www.oneplanetnetwork.org/knowledge- centre/resources/virtual-agricultural-clearing-house-programme- facilitate-local-food
		20 factsheets were developed showcasing results promoted by the project

Achievement of Project Outcomes

Summary Assessment: Despite the disruption caused by the COVID-19 pandemic, which halted tourism operations for about a year from March 2020 in the four pilot countries, a pragmatic approach, adaptive management, and close monitoring maintained focus on actively using the project's outputs to achieve the envisaged outcome of improving the tourism sector's capacity to mitigate GHG emissions, improve resource efficiency and shift to more sustainable consumption and production patterns.

- 105. The assessment of project's outcome relates to what was intended to be achieved by the end of the project timeframe, within the project's resource envelope. Looking at the results achieved (see Table 10), by the project's close in December 2022, there is evidence to support the notion that through the delivery and use of its Outputs 1 and 2 (as described in the section above), the tourism sector would have improved capacity to mitigate GHG emissions, improve resource efficiency, thereby promoting a shift towards more sustainable patterns of consumption and production.
- 106. The project's envisaged outcome has been achieved, despite the disruption caused by the COVID-19 pandemic, which halted tourism operations in the 4 pilot countries for about a year. By the project's close, 43 businesses were reporting emissions through UNEP's Resource Efficiency tool and 40 businesses were doing so through the GACMO. In reviewing project documentation and the exchanges with stakeholders, it was evident that the additional activities undertaken to support the involved businesses during the recovery period were effective in maintaining their engagement. However, there were many challenges related to data gathering. Assumptions were made in the absence of data and some variables were altered due to the disruption in the sector (e.g. use of 2019 as the baseline year and 2021 as best-case scenario to 'business as usual'). Given the severity of COVID-19 impacts, the project's situation was not ideal. Adaptive management, the use of a pragmatic approaches and the collective teamwork were key to achieving a satisfactory outcome.

Table 10: Achievement of Planned Outcome

Outcome	Outcome: To improve tourism sector's capacity to mitigate GHG emissions, improve resource efficiency and drive sustainable consumption and production patterns in tourism value chains							
	and drive	e sustainable		· · · · · · · · · · · · · · · · · · ·	rr	ns in tourism value c	hains	
Indicator				nance Assessment				
	ndicator 1.1			red				
By 2022, GHG emissions tourism value chain businesses are reduced by at least x% against the project baseline			-	40+ capacity-building workshops were convened since the project's launch, which engaged 4,790 participants (according to training evaluation reports)				
Baseline Unit (project start)			Fina	ıl target value	Achieved cumulative value at project close			
CO2eq	2019			2025 (reduction in scopes 1 & 2; reduction in scope 3)			Value, %	
		Philippir	nes	15%; 10%		Philippines	32%	
		Dominican R	Dominican Republic 15%; 10%			Dominican Republic	19%	
		Mauriti	tius 20%; 5%			,		
		Saint Lu						
By 2022, at tourism val reporting o	Indicator 1.2 By 2022, at least 40% of targeted tourism value chain businesses are reporting on GHG emissions and/or SCP indicators and targets		Slightly Over-Achieved 40+ capacity-building workshops were con engaged 4,790 participants (according to t					
Baseline Unit (project start)		Fina	ıl target value		Achieved cumulative close			
%	0			40		43		

Achievement of Likelihood of Impact

Summary Assessment: The project's support built relevant capacities and developed clear roadmaps/action plans in an inclusive manner, with high country ownership, backed by government that reflect the tourism sector's contributions to countries' climate priorities and national commitments serving the global agenda. Based on evidence that project outputs have fostered the intended outcome, with a well-architected 'exit strategy' and pressure for ongoing improvements and GHG emission reductions sustained by the GTPI and Glasgow Declaration, there is a reasonable likelihood to generate the project's envisaged longer term impact post-COVID-19, as the tourism sector advances in its recovery efforts.

- 107. While the COVID-19 pandemic generated heavy impacts on the tourism sector, mitigation measures were taken and recovery was underway, with institutions and value chain business back in operation, although a full return to the pre-COVID situation could be expected to take further time.
- 108. Given the conscious involvement of high interest/high influence stakeholders in project implementation (¶63) and the delivery of planned outputs (recalling Table 8, Table 9) and their use in generating the envisaged outcome (recalling Table 10), together a well-architected 'exit strategy' (¶151), there is a reasonable likelihood that the built capacities for evidence-based decision-making and application of the project's tools will improve resource efficiency in the tourism value chain, contributing to a shift towards more sustainable patterns of consumption and production in the pilot countries. Furthermore, considering the GTPI and Glasgow Declaration (both established in 2021), and national-level initiatives like Extended Producer Responsibility (EPR) in the Philippines (¶145), could be expected to support continuing measurement and reporting, keeping up the pressure for ongoing improvements and GHG emission reductions.
- 109. The drivers identified in the project's TOC were sufficiently in place to support the transition from outputs to outcomes: sufficient resources/capacities/tools were in place (¶100, ¶0, ¶0, ¶104, ¶106) and activities had been adequately managed (¶160, ¶161, ¶163); partners were actively engaged in developing the National Roadmaps/Action Plans and remain committed (¶146); and synergies had been identified and leveraged (¶88).
- 110. With the intended decoupling of tourism growth from GHG emissions and growing recognition of the contribution of the tourism sector to NDC mitigation plans (as evidenced in Philippines and Dominican Republic); the cooperation of value chain businesses and private sector associations in all pilot countries in the project, and beyond (REF); and indications that the project's measurement/reporting tool will be adopted (REF) reflecting key assumptions for progress from the project's outputs to outcome in its TOC) the likelihood of impact holds further promise.
- 111. Reviewing the TOC's 'intermediate states': through the project's support, tourism sector value chain businesses have begun to reduce their carbon emissions and improve their resource efficiency (contributing, at the highest level, to the Paris Agreement and SDGs) as a result of increased awareness and access to data/knowledge. Assumptions regarding the change process from intermediate states- to-impact hold (e.g. subsidies/public financial flows will need to be directed towards supporting sustainable development; growing demand and action of consumers and tourism associations will drive use of more sustainable goods and services; campaigns and engagement strategies can effectively inform, influence, and mobilize partnerships that accelerate progress).

Rating for Effectiveness: Satisfactory

E. Financial Management

Adherence to UNEP's Financial Policies and Procedures

112. There was strong adherence to UNEP financial policies and procedures and fulfilment of donor requirements through the establishment of suitable systems and processes. The relationships between the project's financial and project management actively supported the alignment with UNEP's financial policies and procedures.

Completeness of Financial Information

113. The review of the project's financial information contained in **Annex IV** is the basis for the positive assessment of its completeness. Annual reporting fully met the required standards for completeness. There was close attention by the FMO and PM to the project's financial management. Agreements (SSFAs) and deliverables throughout the course of implementation as well as the final reports of contracted entities were provided for review. All was deemed to be in good order. Discussion with the FMO provided assurance that UNEP's financial system fully reflected the project's outputs (in the context of its Theory of Change) and accompanying work breakdown structure. Monthly and annual expenditure reports were available upon request. A sample report (for November 2022) was reviewed as evidence.

Communication Between Finance and Project Management Staff

- 114. There was a high level of awareness of, interest in, exchange and contact between the financial and project management sides of the project. These teams appeared united in using these two dimensions to collectively enhance project performance. Further evidence has been recorded in
- 115. The comprehensive assessment of the project's financial management was carried out with the support of the assessment template in Table 16. In summary, the project's management showed strong adherence to UNEP financial policies and procedures, together with an orientation towards fulfilling donor requirements through the establishment of suitable systems, processes, and relationships between project and financial management. Together with the evident discipline and strength in financial management, the continuous awareness of and interest in enhancing project performance demonstrated by the project team has led to a "highly satisfactory" assessment.

Rating for Financial Management: Highly Satisfactory

F. Efficiency

Summary Assessment: While a 50% increase in duration from two 'no-cost' extensions and the return of unspent funds might be considered a deficit, the unprecedented impacts for the tourism sector stemming from the COVID-19 pandemic that severely affected all four pilot countries were exceptional. While some aspects related to contracting and funds disbursement could benefit from review, given the project's adaptive management, cost efficiency and active pursuit of synergistic elements, the overall assessment of its efficiency is regarded, on balance, as satisfactory.

116. The assessment of TTVC's efficiency considers three main dimensions (time, cost, synergies) in determining the extent to which the maximum results were delivered from the given resources.

Concerning Time Efficiency

- 117. Having kicked off on its planned start date of 1 January 2017, this 4-year project was subsequently granted an initial 9-month 'no cost' (until September 2021), following recommendations that emerged out of the project's MTE (February 2019, ¶40) then, due to the severity of COVID-19 impacts (¶106), a second 15-month 'no cost' extension until 31 December 2022, at which time the project came to its close (see Figure 6). While both extensions are deemed justified by the Reviewer, this 50% extension of the project's duration is considerable, in terms of time efficiency.
- 118. Moreover, stakeholders reported challenges with the time budget, indicating that there were long processes for developing the National Roadmaps/Action Plans and delays in the workplans, with insufficient time budgeted for reviews given the nature of the consultative process and the unfamiliarity with UNEP processes (an implementing partner reported: "sometimes we got a bit lost, there were so many requirements to track"). Furthermore, having clear roles and clear communication lines were mentioned by project team members as elements that had an influence on the efficient use of resources.

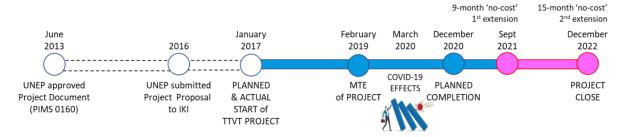


Figure 6: TTVC's Planned versus Actual Implementation

Concerning Cost Efficiency

- 119. While the accumulated 2 years of extension did not involve the provision of significant additional resources, it nevertheless represented an increase in unstated costs to implementing parties. The second extension (to end 2022), requested in order to deliver the project's planned outputs and outcome (in view of COVID-19 impacts (¶106) triggered several administrative issues related to project amendment and approval processes and caused delays in renewing the contracts of all implementing partners. As well, as a result of the pandemic, the implementing partner for two pilot countries (Mauritius, Saint Lucia) suspended all activities due to travel restrictions. To maintain momentum, UNEP was obliged to hire a consultant (based in Mauritius) to support the recovery and project goals in the country. Both of these aspects dampened the project's cost efficiency.
- 120. On the positive side, precisely due to these restrictions on travel, the budget that had been planned for 'events' and 'travel' during 2020-2021 was not spent; it was reallocated (with authorisation) to support the pilot countries with COVID-19 recovery and to integrate sustainability priorities identified in the National Roadmaps/Action Plans into operations and recovery strategies/tourism plans. Furthermore, in this interim recovery period, project support is seen as being very usefully shifted from technical assistance to business to tourism policy recovery and capacity-building.
- 121. While co-financing was not planned, these contributions (see Table 16) did enhance the resources available to implement the project, enhancing cost efficiency.
- 122. Furthermore, a culture of cost-consciousness appeared to permeate operations, with stakeholders in Dominican Republic, for example, asserting that "the resources were multiplied" by looking for less expensive meeting venues; the negotiating ability of local

- partners; hoteliers' contribution of rooms for training and workshops; and pursuing synergies to share costs (e.g. October 2022 closing workshop in Punta Cana cost-shared by TourCert²⁴).
- 123. The contracting process and UNEP administration were portrayed as inefficient and relatively rigid by several stakeholders. The high focus on "getting the details right in the contracts" had the effect of strongly focussing implementing partners on activities and outputs. Such an orientation is seen by the Reviewer as risking to background their key function in service to generating the intended outcomes. As one implementing partner explained, "we make contracts on a yearly basis. It takes 10 months to sign them. By the time that you finally sign the contract, you are already well into negotiating the next". The suggestion was that it would be more efficient to have a multi-year contract. Another source of inefficiency related to the extended length of time for dealing with UN bureaucracy, with examples cited like the duration of time to sign contracts and disburse funds, which meant that contractors engaged further down the chain had to manage the cashflow gap and bear the risk, as an implementing partner explained, "we solved the problem by asking the consultants to wait to be paid".
- 124. The search for and engagement of local consultants in Mauritius and Saint Lucia was a source of inefficiency. In Mauritius, there were 5 different project managers; in Saint Lucia, up to 3 (for various reasons like "found a better opportunity", "took a more stable job", "got a permanent role", "left to study a PhD"). This represents significant time invested to identify, recruit, and onboard staff, aside from challenges related to knowledge management, handover, and relationship-building.
- 125. The engagement of an implementing partner to cover two pilot countries was cited as a cost efficiency. The effort of one organisation doing the two roadmaps could be synergized and leveraged, due to the small island context, where "similar problems can have similar solutions".
- 126. The conversion of resources/input (funds, expertise, in-kind contributions) into results is deemed to be satisfactory. At project close, its expenditures remained within budget (USD 4,647,288 spent versus EUR 4,978,811 budgeted), with the portion of unspent funds return (reflecting the COVID-19 impacts and adaptive management), which is taken by the Reviewer as an indication of efficiency.
- 127. According to final reports submitted by implementing partners and triangulated by interviews with project stakeholders, all subcontracted activities were adequately completed according to the SSFAs, PCAS, and their corresponding ToRs, with no indications of wasted resources. An implementing partner remarked, "the project's funds have been very well used, especially in events in the countries; that activated the engagement and achieved the needed capacity building" we don't believe that with the given resources and time we could have achieved more". This situation is taken as evidence of adequate cost management during project implementation.

Concerning Synergies

128. The project's complementarity to existing initiatives is seen as an important source of efficiency, gained from leveraging synergies (¶88). It was also reported that opportunities and synergies were realised beyond the core of the project through the preparatory work for meetings with UNRCs/teams in the pilot countries – and through meetings with other donors in the project's final phase, as a team member explained:

²⁴ Emerging out of a 2004 international development project, TourCert has grown to become an internationally-recognized certification organisation that evaluates and certifies sustainable tourism businesses. In Dominican Republic, TourCert has partnered with GIZ and the Ministries of Environment and Tourism, tourism companies and the local community, with the support of the Global Nature Fund, to foster development of the holiday region Las Galeras as a sustainable destination with a focus on biodiversity https://tourcert.org/en/las-galeras/

- "having all the UN agencies at the same table telling what projects they're doing, identifying synergies and leverage; it's a game-changer".
- 129. The project's support was synergized with ongoing initiatives in the pilot countries (e.g. the project supported PCEPSDI in integrating GHG emission reduction into and strengthening implementation of its national eco-labelling programme for the accommodation sector, 'Green Choice Philippines'. Synergies were also realised with Humane Society International, another organisation for bio-intensive gardening, and with WWF Philippines for 'sustainable dining' (criteria, dissemination of knowledge products). In Dominican Republic, there were synergies with other initiatives [e.g. closing conference (¶122) and 'Sustainable Gastronomy' with TourCert, which had also signed a Memorandum of Understanding (MoU) to work with SMEs; an implementing partner asserted that "TourCert became an ally of the project"]. In Mauritius, the project's tools were linked up with the EU-funded Sustainable Island Mauritius (¶88). In Saint Lucia, government stakeholders pointed to increasing investment in e-mobility, indicating that "a lot of the thought process came as a result of this UNEP project".

Rating for Efficiency: Satisfactory

G. Monitoring and Reporting

Monitoring Design and Budgeting

Summary Assessment: The project's monitoring approach was satisfactorily designed to support implementation, with multiple reviews to assure its quality, an orientation towards gender balance, with budget allocated, although monitoring cost was hidden in general staff time and specific responsibility for monitoring progress against each indicator was not identified at the time of design.

- 130. The project's monitoring was set up with an overall objective to assure a successful and quality implementation. UNEP's 2013 Project Document (PIMS 0160) set out a suitable monitoring approach, following the agency's standard process of elaborating outputs/outcomes and their indicators with the project's logical framework, together with noting baseline and targets, pointing to sources of verification (policy statements, agreements, training evaluation, surveys, reports, case studies) and providing for quarterly, bi-annual, and peer review of the monitoring mechanism.
- 131. The project included a gender output indicator.
- 132. From the design side, it was not clear which person (role) was responsible for monitoring progress against each identified indicator.
- 133. Budget was suitably allocated in the initial project design for evaluation, including both mid-term and final evaluation. While reporting costs were mentioned, no monetary allocations were included. Costs related to ongoing project monitoring appeared to be included fully within staff time.

Monitoring of Project Implementation

Summary Assessment: Monitoring was carried out reflecting an orientation of both performance management and learning. While designed to meet UNEP requirements, its rigour and comprehensiveness proved challenging for some implementing partners to absorb at times.

134. With the aim of determining whether activities were carried out on time and within budget, this activity was undertaken with a mix of rigorous performance management (unveiling strengths and weaknesses in implementation) and an interest in learning. One project team member explained, "the monitoring reports showed what needed to be

- improved and where we were lagging behind and needed to invest more energy". Another remarked, "we could see what has worked and apply that moving forward".
- 135. From implementing partners' perspective, while agreeing that such "check-ins instilled a sense of urgency", and positive sentiments were expressed regarding the project team members' availability to coordinate and their interest to communicate and quickly respond, some experienced the comprehensive approach applied to monitoring as generating too much pressure, at times. It was mentioned that the 20-page quarterly Interim Progress Report was quite heavy with a fair amount of redundancy. As one explained: "each work package has to have a summary, then in the next pages, it's a bit more descriptive. A lot of things are repeated. It could be shorter".
- 136. While disaggregation in monitoring data was not mentioned in the project design, attention was duly put on this aspect during implementation, considering the gender output indicator (¶131), with gender balance reported in each training and workshop.
- 137. Tracking of the project's delivery against its quantitative targets was relatively easy to monitor (e.g. number of national project frameworks developed, number of promotional campaigns launched, number of tourism sector personnel trained, number of knowledge products developed and disseminated). Progress in the achievement of the established targets was annually documented and reported in an adequate manner.
- 138. Progress in achieving outputs, outcomes, targets, milestones were reported using the same template, which facilitated project management supervisors, and the donor to get an overall grasp of the project's situation on a yearly basis, together with expected linkages to other projects in the EC-funded portfolio, a risk analysis, mitigation measures, planned management actions to address emergent challenges. The inclusion of hyperlinks to retrieve relevant supporting documents served as a useful knowledge repository.

Project Reporting

Summary Assessment: Progress reporting by implementing partners supported UNEP in carrying out its monitoring functions, its responsibilities for annual reporting on progress to the project's donor, and provided evidence that supported UNEP's performance reporting and monitoring for its member states. While donor reporting was brief and primarily in a narrative form, it sufficiently relayed the project's situation, flagged risks and lessons learned, with a comprehensive accounting of the target-performance comparison at output and outcome level provided through a longer final status report at project closure.

- 139. SSFA/PCA holders were required to provide TTVC's management teams with regular progress reports, reflecting agreements and deliverables, as well as a final report, with financial statements on the use of provided funds and additional in-kind contributions/co-financing, while also respecting the guidance provided by UNEP to facilitate its internal auditing process. This reporting suitably supported annual performance reporting that met the requirements of both UNEP and the donor.
- 140. A standard 5-page template was deployed for annual progress reporting by UNEP management to the donor. Having reviewed this documentation, this format adequately conveyed tangible contributions through climate and environmental policy to NDC implementation in the pilot countries; described the state of cooperation; sufficiently flagged concerning dimensions of their socio-political environment; and highlighted lessons learned as well as any problems in the project's implementation.
- 141. Within the annual progress reports, short explanations were provided, synergies with other initiatives were mentioned, with hyperlinks that could be used to retrieve relevant supporting documents. This approach is seen by the Reviewer as an extremely useful practice in terms of creating a knowledge repository, facilitating access to proof, knowledge sharing and handover (thereby provisioning for the unplanned and

- unexpected). A UNEP stakeholder applauded the project's knowledge management dimension and indicated that this project was cited internally as an example of good practice.
- 142. This type of reporting is deemed to be very useful as it served to reassure UNEP and the donor that the design principles to leverage synergies and complementarity (¶88) were being respected and presumably generated a value-add.
- 143. This reporting did not reflect a level of granularity showing progress in achieving outputs, outcomes, targets, and milestones in a systematic manner mapped to the project's results framework and monitoring plan. It was not clear to the Reviewer if the adopted approach for progress reporting reflected the donor's preference for reporting (brevity, narrative). The project's final 20-page status report included both narrative and a full account of the target-performance comparison at output and outcome level. This provides evidence of attention to these aspects and full functioning of the monitoring and reporting system.
- 144. Internally, the project used an online platform for reporting (via PIMS). Other UNEP stakeholders described the project as "an excellent example of documenting, reporting, and uploading all the evidence that supports UNEP for performance reporting and monitoring for its member states".

Rating for Monitoring and Reporting: Satisfactory

H. Sustainability

Summary Assessment: While socio-political factors (and COVID-19 effects) outside the control of the project team and implementing partners influenced the level of ownership, interest, and commitment on the part of government and other stakeholders during project implementation, these aspects were offset by the project team's significant efforts to consciously construct an exit/transition strategy in order to strengthen dimensions of institutional sustainability.

- 145. There was a comparatively high degree of political change in three of the pilot countries during the project's eventual 6-year execution, aggravated by COVID-19 related effects, generating uncertainty regarding the strength of socio-political factors to sufficiently support the continuation and further development of the project's outcome:
 - The transient nature of the government in Saint Lucia (with 7 changes of government since 1992) was cited as a risk for sustaining the project's results, in the absence of a sense of genuine accountability (¶176). Furthermore, as there were fewer international development projects on the ground in Mauritius and Saint Lucia, a question was raised about the extent to which the project's findings could be integrated and thereby sustained, although this could possibly be addressed through the decision of the Organisation of Eastern Caribbean States (OECS) to become a signatory to the Glasgow Declaration.
 - In the Dominican Republic, the national development strategy (albeit not specific to tourism) was perceived as an important framework where the project's outputs had been leveraged (¶176); in light of a major government change in late 2021, a sense of insufficient genuine engagement of key government parties was conveyed through interviews, although the continuity of implementing partners and their networks and commitment to sustaining the project's results was observed as having an offsetting effect. A stakeholder concluded: "the pressure of the private sector and international community on the highest executive will be needed to help the public administration do what we have to do".
 - The situation in the Philippines appeared more promising: following the project's November 2022 closing event, both the government and the UN's RC recommended to transform the

project's STAG into a national body overseeing sustainable tourism development in the country and to ensure that 'sustainable tourism' would be included in national economic development plans from 2023. A potential weak point is seen in the substantial change of team that PCEPSDI internally experienced in early 2022, with successive departures from the organisation. PCEPSDI indicated that it had plans to create a permanent tourism team and expected to assist municipalities on tourism development, boosted by a new EPR law on plastics with progressive targets. A project team member explained that "this would ensure that the project's monitoring would be relevant".

146. While the level of ownership, interest and commitment amongst government and other stakeholders varied across the pilot countries during implementation (¶176), the proactive and comprehensive efforts of the project team, implementing partners, UNEP's Regional Offices, UNRC and country teams and other actors to offset sociopolitical weaknesses and strengthen the institutional setting is seen by the Reviewer as positively enhancing the prospects for sustaining the project's results.

Financial Sustainability

Summary Assessment: Ongoing implementation of the National Roadmaps/Action Plans depended on national and international capacities to mobilise the needed resources, whose prospects were arguably enhanced through links to the UNSCDF and the UNRC's coordinating role. The project team undertook initiatives to enhance the financial sustainability of associated initiatives that supported project outputs/outcomes, including an 'expression of interest' for Saint Lucia under the GEF's Blue and Green Islands Integrated Programme.

- 147. The National Roadmaps/Action Plans contained 'implementation plans' outlined key actions to be addressed. Their implementation relied on mobilising resources. The extent to which successful efforts were underway/secured in the pilot countries was not clear to the Reviewer, but there is reason for optimism given the positive assessment of integration efforts under the UN's Strategic Cooperation Development Framework (UNSCDF) in pilot countries (¶152) and the UNRC's enhanced coordinating under UN Reform. A project team member remarked, "there are ongoing consultations to align priorities across UN agencies; we're trying to ensure that others working in these regions with longer timescales keep pushing sustainable tourism forward".
- 148. UNEP's tourism programme was described by an internal stakeholder as "a small concentrated workstream" that engaged one professional staff and a few consultants in the field, fully resourced by extra-budgetary funds. Without the security of core funding, and not considered to be a high impact sector under UNEP's current MTS (2021-2025), the financial sustainability of TTVC's results was pursued through several initiatives undertaken during implementation and project close, including:
 - support from the Government of France for the institutionalisation and integration of the GTPI into the annual budget planning of UNEP and UNWTO;
 - ➤ No additional funding was required to sustain the TourCert (¶129) partnership; linking this 'sustainable gastronomy' activity with UNEP's overall sustainable food systems work provided valuable inspiration and enhanced its value;
 - While the Glasgow Declaration played a key 'pull' role, it was hosted by the UNWTO, without additional financial demands related to the TTVC project;
 - While there were currently no tangible provisions in place to support the involved partners, business associations, and regional multipliers in monitoring and reporting their GMG emission reduction, in the project's final phase, options were being explored through the UNRC offices in the four pilot countries.

Institutional Sustainability

Summary Assessment: National frameworks providing legal and accountability functions, together with institutional mandates and capacities, were in place in some of the pilot countries, giving assurance that the project's outputs could be absorbed and leveraged to generate the envisaged outcomes, particularly in situations where the link to integrating tourism into NDC mitigation plans was more visible. A consciously-developed 'exit strategy' that considered both internal and external sustainability significantly increased confidence in the institutional sustainability of this intervention.

- 149. Looking at the extent to which continuation of project outcomes depended on aspects related to institutional frameworks, capacity, and governance, the following was considered:
 - In Philippines: a National Tourism Development Plan was already in place with a strategy and policies to standardize the industry, and a Ministerial request had been made to develop an Action Plan to develop sustainable tourism across the country, including extension to 'destinations' and stronger embrace of enablers (i.e. the Pollution Control Association, a professional group of officers mandated to be present in each hotel/resort aiming for sustainability certification; and the Association of Tourism Officers, a public sector association with officers assigned by the government to each local government unit); the project's outputs seemed to be securely linked to the positive mandate this implied for addressing the 'supply side'.
 - ➢ In Dominican Republic: while the national development strategy was not specific to tourism, it provided an umbrella to absorb and valorise the project's outputs (¶145) and the sentiment was expressed that "we have good partners there; the momentum will continue". Furthermore, there was an opportunity to formally request the Ministry of Environment to encourage enterprises to use the project's tools as an aid (for data collection) in fulfilling mandatory bi-annual reports related to maintaining their environmental license.
 - In Mauritius: after some confusion as to who would take the lead to ensure project benefits would be sustained, still suffering from the lack of a local institutional partner to champion the project's results, UNEP engaged a consultant (who also supported PAGE's implementation) who offered part-time support for several months, alongside the Travel Foundation, in TTVC's final period to reach agreement on the project's 'Implementation Plan'. A government stakeholder pointed out that one of the key challenges during implementation, which had an implication for sustaining the project's results, was related to the fact that "all the consultants who were engaged were individuals, not organisations". While some of the outlined initiatives related to food waste and energy efficiency could be channelled toward the relevant entities (Ministry of Agriculture and Food, and Ministry of Energy, respectively), a concern was expressed about the extent to which the Ministry of Tourism would be able to influence them. On the other hand, synergies with the Sustainable Island Mauritius (SIM) project led by the Tourism Authority appeared to hold more promise. SIM had reportedly already begun using the TTVC-supported tools to sensitize their operators, and the UNEP Project Team had been liaising with SIM ahead of the project's close vis-à-vis the Implementation Plan.
 - In Saint Lucia: a mix of government agencies, statutory bodies, private sector actors, and NGOs were involved in the STAG (this inclusiveness is seen by the Reviewer as building ownership), and the project's outputs were perceived to support the Ministry of Tourism's initiatives for GHG mitigation. Although COVID-19 restrictions were in place when the National Action Plan developed through the project's support was to be presented to the Cabinet of Ministers for approval (at which stage, "industry shut down and went into disaster management mode"), stakeholders reported that some activities mentioned therein were now being implemented by other agencies, which implied that there would have been some determination as to which government ministry should take the lead on various aspects. Since March 2022, the Ministry of Tourism's technical officers had been involved in

developing a new piece of legislation that obliges certification to have their environmental license to operate. Although the assessment criteria were still being fine-tuned, government stakeholders indicated that "the UNEP tools will be used". Alongside this development, a World Bank-funded project was supporting the development of the country's National Sustainable Tourism Action Plan 2020-2030 (it was mentioned that the TTVC-supported National Action Plan had been incorporated accordingly).

- 150. The narrative concerning the project's outputs/outcome feeding future policy-making and integration of tourism into NDC mitigation plans (¶81) is another dimension for sustaining benefits beyond the project period and contributing to its intended paradigm shift. UNEP's longer term cooperation through an MoU with the WTTC, which generated the first Net Zero Roadmap for Travel and Tourism (launched at COP26 in Glasgow, 2021), provides an umbrella under which businesses and governments could conceivably consider GHG emissions (possibly calculated using the project's tools, which would further extend the project's benefits) in relation to NDC commitments.
- 151. The conscious development of an 'exit strategy' from virtually the outset that addressed both internal and external sustainability, together with a programmatic exit strategy matrix that considered institutional structures, observed behavioural changes, financial sustainability, and cross-cutting measures with indication of phase-over/down/out elements that have been put in place is seen by the Reviewer as following good practice. With several elements related to outcome sub-indicators already put in place, with many others progressively being phased over/down/out, this increases the Reviewer's confidence in the institutional sustainability of this intervention.
- 152. Proactive efforts by the project team's leader (described by a UNEP Regional Office Staff member as "actively engaged in pushing that forward") to liaise with the UNRC are seen as a key lever for sustaining the project's results²⁵. These efforts especially bore fruit in the two pilot countries that had engaged more deeply in baseline development and data gathering (¶89), where monitoring and follow-up would be important to gauge impact. Characterized as "really created traction", a global project partner representative remarked, "the UNRC is already starting to own what's being done". In this respect:
 - In the Dominican Republic: budget had been allocated, a Working Group on Sustainable Tourism had been established, and strategic lines to support the government towards a more sustainable tourism sector had been included in the country's UNSCDF for 2023-2027, with the integration of additional environmental indicators beyond the tourism sector and an idea of developing joint work plans with UNEP;
 - Similar advances were underway in the Philippines, where the UNRC had received a request from the national government to develop a 10-point tourism agenda for discussion and integration into the country's UNSCDF 2023-2027, although one stakeholder mentioned that if such efforts had been initiated in the first year of the project, this would have potentially generated even more value ("it was somehow a missed opportunity as it happened at the end of the project").
- 153. In Mauritius, in terms of follow-up, stakeholders indicated that there was an agreement to develop an inter-agency project proposal in cooperation with the government. The Reviewer was not able to glean more concrete details at this stage.
- 154. In Saint Lucia, UNEP was currently developing an 'expression of interest' to support the country in applying upstream activities to address cross-cutting challenges and

²⁵ A total of 8 meetings were convened in the four pilot countries (2 in Dominican Republic; 2 in Philippines; 3 in Mauritius; 1 in Saint Lucia) in cooperation with the UNRC office, respective governments, and relevant UN bodies like UNDP, UNESCO, FAO, UNICEF, and other partners.

- downstream activities under the 'Blue and Green Islands Integrated Programme', under GEF's 8th replenishment cycle (2022-2026).
- 155. The involvement of UNEP's Regional Offices was important during implementation (considering the support available from technical level working groups) as well as for sustaining the project's results, in light of UN Reform and reflecting principles of UNEP's new delivery model²⁶. As a Regional Office staff member explained, "the ideal outcome is a joint project at country level where you would have 1-2 agencies working together to prepare a sustainable tourism project, with or without UNEP". The TTVC project is deemed by the Reviewer to have excelled in engaging with UNEP's Regional Offices and gaining strategic support during and post-project, particularly in LAC region and Asia, reflecting the geography of the project's pilot countries.

Rating for Sustainability: Likely

I. Factors Affecting Performance and Cross-Cutting Issues

Preparation and Readiness

Summary Assessment: The continuity of placing this project's management under the legacy responsibility of UNEP's tourism portfolio manager, together with it being built on a well-justified, well-prepared, and approved concept are seen as strong foundation stones, enabling early momentum.

- 156. As the TTVC Project Manager represented UNEP on sustainable tourism within the 10YFP and continued to manage the agency's tourism portfolio, this level of continuity implies a reliable level of preparation and readiness.
- 157. UNEP's 2016 project proposal to IKI was well-justified and comprehensive, with partner institutions for embedding the project in the country of implementation identified and assessed, including the mention of specific responsible counterparts and their contact information. Again, this is taken as a sign of solid preparation and readiness that would have supported the project in gaining early momentum.
- 158. This criterion also refers to the inception and mobilisation stage of the project, i.e. the time between project approval and first disbursement. Although original evidence from discussions that occurred more than six years ago was not available to the Reviewer, presumably, critical issues were flagged and addressed.
- 159. Given that the TTVC project kicked off in 2017 was built on a fully-elaborated UNEP developed in 2013 (PIMS 0160), the Reviewer has presumed that its design was based on a typical project preparation process and its approval was granted in conjunction with the usual institutional review processes, which are reliable indicators of a high level of preparation and readiness.

Quality of Project Management and Supervision

Summary Assessment: There was consistent focus on achieving planned outputs/outcomes, with high appreciation for the project team's engagement, dedication, accessibility and leadership. Led with energy, vision, a problem-solving attitude and high capabilities in adaptive management, the breadth of responsibilities of the Project Manager role inclined more centralised control as the key focal point. Robust governance at country level, together with an expert advisory group providing peer review, functioned to enhance the quality of deliverables and supervision.

²⁶ Encapsulated in the "Policy for One UNEP Delivery for Better Collaboration and Country Support", issued in September 2022

- 160. In reviewing the project's management and governance approach, there was a consistent focus on the achievement of planned outputs and outcomes, supported by the use of a 'Coordination Team' (described by a global partner as "the guiding light and soul of this project in all the countries"), together with regular monitoring (¶134), and high competence in exercising adaptive management. SSFAs/PCAs with accompanying ToRs were drawn up and properly administered, including quality checks on deliverables and progress and final reporting.
- 161. The project team was highly appreciated by implementing partners, UNEP colleagues, and other involved actors, who commented favourably on their degree of engagement, accessibility and collegiality (an implementing partner remarked, "it's rare that we have that level of management from a funding organisation"). The project's leadership was especially highlighted: an implementing partner said, "she drove the project with a lot of common sense, consistency, energy, motivation, vision, and a problem-solving attitude"; a team member said, "we were lucky to have such a good project manager; she made sure that what was needed got done"; an external stakeholder observed, "she's a wonderful leader, very dedicated". Constructive feedback related to an overly high focus on micro-issues, at times; an opportunity to reduce redundancy of having all team members in all calls/meetings (improving efficiency); and having a clearer division of labour to take the pressure off the Project Manager "as the focal point for everything".
- 162. External stakeholders remarked on the breadth and depth of competences of the Project Manager role, expected to "do everything from A to Z". A UNEP staff member remarked, "we need to rethink our talent management strategy. Everyone is expected to do resource mobilization but that's a special set of skills. To be skilled in project implementation is not the same as being skilled in design. Getting a contract to an implementing partner is in the same hands as the person who is liaising with donors and engaging with colleagues in Regional Offices and doing monitoring, reporting, and inputting to publications. If we could have an efficient team that is doing that professionally, maybe those processes would work at a different pace".
- 163. The solid teamwork and good communication between the Project Manager and FMO was seen as a very important positive factor on the project's performance (¶115).
- 164. The governance structures at country level complemented by the Technical Expert Advisory Group provided robust supervision and heightened quality (¶68, ¶91, ¶96). An expert group member commented, "we were always invited to give feedback. Some of the work that we were asked to peer review made more sense than others. Depending on the type of comments, we would create smaller groups to be more agile and deal with certain points".

Stakeholders Participation and Cooperation

Summary Assessment: Building on a robust analysis of stakeholder groups, the project adopted a strategic approach regarding their roles and contributions, leveraging these to build content and ownership of project outputs and outcomes, sustained through regular consultation and communication.

- 165. This dimension broadly considered all project partners, duty bearers with a role in delivering project outputs, and envisaged users of project outputs and other collaborators external to UNEP. In this light, the quality and effectiveness of communication and consultation with stakeholders throughout the project's life was considered, as well as the support provided to maximize collaboration and coherence between various stakeholders, including sharing plans, pooling resources and exchanging learning and expertise. These aspects have been assessed to be very high.
- 166. The project's design contained a solid analysis of stakeholder groups, outlining their respective roles and contributions (¶62). National institutions were adequately engaged through the governance structure (¶68). Local institutional partners were successfully

engaged for the pilot countries (Philippines, Dominican Republic) deemed sufficiently mature to enable baseline development (¶89). In implementation, the cooperation of value chain actors was prompted by the environmental hotspots assessment that fed into baseline development and National Roadmaps/Action Plans. Although there were imitations for SMEs' participation (due to lacking the resources of larger private sector actors), the MoU signed with TourCert in Dominican Republic (¶129) was an example of cooperation that sought to address this gap. The involvement of hotel associations and federating business actors like the Association of Hoteliers and Restaurants of Mauritius (AHRIM) and Business Mauritius, the Playa Dorada Hotel Association in Dominican Republic, and SLHHA Hospitality and Tourist Association in Saint Lucia – with their ability to advocate and champion the project's goal – is seen by the Reviewer as providing important leverage during implementation, and beyond (¶150).

167. The extent to which active stakeholder involvement was promoted was seen by the Reviewer as very positive for promoting ownership of project outputs and outcomes. There was evidence of regular consultation and communication with stakeholders throughout the project's implementation.

Responsiveness to Human Rights and Gender Equality

Summary Assessment: Relevant considerations were integrated into the project's design and implementation with resources put in place and efforts undertaken to equip implementing partners to promote gender balance, increase opportunities for women's participation, and provide access to project benefits based on gender and minorities/ethnic groups. This was verified through monitoring and reporting.

- 168. Guidance was available supporting the UN's mandate to promote social justice through gender equality, which could be expected to influence this project's original design in 2013. Aligned with SDG 5's global goal to seek gender equality and empower women/girls through specific targets, UNEP published its Gender Equality and the Environment Policy, resolving to "unlock the potential of women as drivers of sustainable development", with nine principles to guide its implementation, as an adjunct to its MTS for 2014-210727, the umbrella strategy under which TTVC's implementation falls. UNEP's Environmental and Social Safeguards (aligned with IKI requirements) was a further dimension that ensured attention on gender issues and minority groups' needs in all project phases (¶173).
- 169. Following UNEP's gender categories, the project reflected 'Code 1', i.e. gender was to be reflected in the context analysis, implementation, logframe and/or budget with an expectation that it would contribute to gender equality in a limited way. Accordingly, the initial project (2013) design's Stakeholder Analysis section²⁸ specified under "sectors affected by tourism" expected to benefit from the project, which listed:
 - "Women" in terms of opportunities for more and higher-quality employment, independent entrepreneurial activities, and capacity-building;
 - "Indigenous peoples" to gain better control over tourism activities in general (including the right to say "no"), together with tourism's environmental, cultural, and social impacts as well as having quality employment in impoverished areas. However, it was important to note that in its actual implement, the project was not working in Indigenous peoples' lands.
- 170. As the design narrative went on to explicitly state that special attention would be given to identifying gender issues and minority groups' needs in all phases (especially in training and information dissemination), this orientation was built into the project's

²⁷ https://wedocs.unep.org/bitstream/handle/20.500.11822/7655/-Gender equality and the environment Policy and strategy-2015Gender equality and the environment policy and strategy.pdf.pdf?sequence=3&isAllowed=y

²⁸ pp13-15, UNEP Project Document, PIMS 0160

fabric, reflected in UNEP's 2016 project proposal to IKI (i.e. in pilot country activities, opportunities were to be prioritized for "women, youth and other disadvantaged groups in the tourism sector") and subsequent project revision (2021), which set targets for inclusion of female tourism sector staff/managers in training on gender issues in the four pilot countries, defined baselines for women-run businesses and monitored their resource efficiency improvements, and promoted case studies on gender mainstreaming and women-run companies that featured resource efficiency or pollution reduction.

- 171. There was evidence of responsiveness to gender equity and human rights during the project's implementation:
 - UNEP drew on its in-house resources by having activities reviewed by its Gender Expert;
 - A UNEP project team staff had responsibility to follow-up on gender issues. Implementing partners attested "we were always asked, 'how are you integrating gender equity?" and indicated that gender equity and human rights were mentioned in training activities;
 - Gender considerations influenced the constitution of stakeholder advisory groups, panels, and events financed by the project, with the intention to continuously increase opportunities for women's participation;
 - Gender and cultural sensitivities were considered in agreements with implementing partners and policies with the aim of ensuring women's active participation;
 - Even though some implementing partners (e.g. Travel Foundation) had their own policies, training was provided for all implementing partners to support them in integrating gender considerations;
 - Training evaluation reports contained information on gender balance, which was documented in project monitoring, and aggregated in the project's final report;
 - Three capacity building webinars on gender aspects in the tourism sector were convened, which equipped local partners to replicate similar training at local level in two pilot countries (Philippines, Dominican Republic), fulfilling the project's gender output indicator (¶131);
 - National Roadmaps/Action Plans generated for the pilot countries variously mentioned that "all actions should be inclusive and provide equitable opportunities for the engagement of all genders and ethnic groups", "provide access to benefits based on gender and minorities".
- 172. While serious efforts had been made to include gender mainstreaming co-benefits in the project's design, development and implementation, its stakeholders pointed out that there was always room to improve. For instance, while attention was put on ensuring 50% women in every audience, even if was challenging in the local context (an implementing partner said "I can't find women engineers"), the question was raised as to whether a stronger emphasis on gender equity (rather than gender equality) would be more meaningful, explaining that "in tourism value chains, who gets the best jobs? Why are mainly women in housekeeping? There are many opportunities to integrate gender equity when you talk about food, climate, supply chains...we need to be talking about the impacts of tourism on women and how women can be part of shaping the solutions. We were pushed to, but the focus on gender balance sometimes felt like more of a tick-box approach".

Environmental and Social Safeguards

Summary Assessment: Appropriate safeguards were considered and solidly addressed in the project's design, implementation, and monitoring, with annual review and reporting on these dimensions. No safeguarding issues arose during the project's execution.

- 173. In applying UNEP's environmental, social, economic, and sustainability framework to the project's design, conscious attention to the notion of safeguards was evident. It was simultaneously linked to co-benefits (e.g. increasing resource efficiency implies reduced consumption of natural resources, with correspondingly positive economic and environmental impacts for value chain operators)²⁹. The approach of focusing safeguards in relation to the tourism sector's environmental impacts, integrating gender into policy development, and capacity development of local partners is seen by the Reviewer as pertinent, with the consequent outlining of safeguards in relation to Labour and Working Conditions (PS2); Resource Efficiency and Pollution Prevention (PS3); Community Health, Safety, and Security (PS4); Biodiversity Conservation and Sustainable Management of Living Natural Resources (PS6); Indigenous Peoples and Marginalized Groups (PS7); Cultural Heritage (PS8).
- 174. Having reviewed the project's progress and final status reporting, it was concluded that a high level of diligence was applied in design and throughout implementation to analysing risks and putting in place appropriate Environmental and Social Safeguards and mitigation strategies; for example: given the high risk for project beneficiaries of economic recession/unemployment (particularly during/following the global pandemic), the project focussed on implementing inclusive solutions, worked with UNRCs and their teams to build the exit strategy linked to the UNSCDF in the involved pilot countries (¶152) to enhance the sustainability of results. Recognizing the sudden surge in plastic waste (from incorrect disposal of single-use gloves, masks, hand sanitiser containers utilised in volume throughout the pandemic to address community health & safety concerns), the project integrated circularity in plastics use in tourism businesses in its December 2021 revision (¶71) and developed guidance on plastic pollution.
- 175. Both UNEP and IKI requirements were met in terms of reviewing Environmental and Social Safeguards and risk ratings on a regular basis, together with narrative and justifications, as evidenced in the annual progress reports submitted to the donor. No safeguarding issues arose.

Country Ownership and Driven-ness

Summary Assessment: While relevant stakeholders participated in the development of the National Roadmaps/Action Plans and 'exit strategies', the quality and degree of engagement of those directly involved in the project's execution and governance varied across the pilot countries. National implementing partners with a highly compatible mission and synergistic activities had built-in motivation to deepen their engagement; the leadership of private sector associations proved essential to the project's success; and government departments found the project's outputs to be a useful reference in establishing national and strategic plans for the tourism sector, although concern was expressed regarding the sufficiency of engagement to push momentum forward in some pilot countries.

- 176. The quality and degree of engagement of those directly involved in project execution, as national implementing partners and/or through the project's technical/advisory/steering groups, was judged to be quite high in some pilot countries:
 - The choice of a national implementing partner in Philippines with a compatible mission, links to other relevant stakeholders, the opportunity to use resources developed in one project to implement another, and its Green Choice Philippines ecolabel scheme deepened engagement due to, for example, its motivation to develop criteria through the TTVC experience to be included in the organisation's own strategic plan. A UNEP project team member observed "they are active and already know how the resources in their own centre can be used after the project has ended".

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²⁹ p26, UNEP's 2016 Project Proposal to IKI

- In Mauritius, the Ministry of Tourism and the hotel association (AHRIM) were reportedly planning to integrate ideas from the National Action Plan; this was triangulated through interviews with both entities.
- The high level of engagement of the hotel association in Saint Lucia was viewed positively by all consulted stakeholders, although there was indication that the relevant changemakers did not necessarily feel as accountable for the commitments that had been made as would be needed to achieve real traction, moving forward.
- Implementing parties in the Dominican Republic had strong links with both private and private sector actors. While a stakeholder observed that "the public sector didn't support the process as much as the process deserved", and it was mentioned that the project had been used as reference for the Planning Departments of the Ministries of Tourism; Economy, Planning and Development; Environment and Natural Resources to establish national and strategic plans the tourism sector.
- 177. Evidence of country ownership was seen in the participation of relevant stakeholders, across the four pilot countries, in the development of the National Roadmaps/Action Plans as well as the 'exit strategies', which were updated and validated bi-annually by the local stakeholder advisory groups.

Communication and Public Awareness

Summary Assessment: While dedicated resources were not allocated within the project's design, numerous materials were developed and used to communicate the project's ongoing work and outcomes at global level, particularly through the project website hosted by One Planet Network, as well as by leveraging synergies to promote its activities, tools and results through associated websites and knowledge hubs like GGKP's Green Policy Platform, the Green Industry Platform, UN SDG platform, UNWTO's SDG platform, and UNDP platforms.

- 178. This dimension assessed the effectiveness of the communication regarding the learning and experience-sharing between project partners and other interested groups, as well as public awareness activities undertaken during the project's implementation to influence attitudes and/or shape behaviour within the wider community, at large.
- 179. Annual donor reports were used to confirm the adequate implementation of this notion through its section on "public awareness raising", which shows the progression of communication, visibility, and outreach activities. In this light, numerous materials were developed and used to communicate the project's ongoing work and its outcomes at global level [i.e. through the project's website prominently hosted by One Planet Network (with 2,000+ visitors by project close), a Twitter account, and a global newsletter sent to 3,644 tourism stakeholders]. Within the pilot countries, initiatives were also undertaken; e.g. in Philippines, a Facebook page and local newsletter were utilized.
- 180. From interviews, it was understood that at the time of the project's approval by IKI, communications was not particularly prioritized and no dedicated funding had been allocated in this respect. More attention was put on communications/public awareness in 2018 with the development of the project's website (through funds allocated for publications), representing a missed opportunity "to do the project's branding and design right from the start", according to a project team member. Since this project's design, it is understood that all project projects within UNEP are reviewed by its Communications Department and are encouraged to include a clear communications component.
- 181. Leveraging its established synergies (¶88), the project undertook to broadly promote its activities, tools, and results through associated websites and knowledge hubs, including: One Planet Network, GGKP, Green Industry Platform, UN SDG platform, UNWTO's SDG platform, UNDP's Sparkblue, and CAPonLiitter. Examples of the ways in

which these platforms were used to promote the project's resources were found from the following links:

Through GGKP's 'Green Policy' Platform:

- https://www.greengrowthknowledge.org/case-studies/leveraging-sustainable-procurement-transform-tourism-case-studies
- https://www.greengrowthknowledge.org/case-studies/transforming-tourism-through-sustainable-procurement

Through the Green Industry Platform:

- https://www.greenindustryplatform.org/blog/why-sustainable-tourism-matters
- https://www.greenindustryplatform.org/case-studies/roadmap-low-carbon-and-resource-efficient-tourism-philippines
- https://www.greenindustryplatform.org/research/roadmap-low-carbon-and-resource-efficient-tourism-philippines
- 182. The project's Final Status Report documented the videos, stories, and press releases that had been released to promote business engagement as well as its contributions on tourism initiatives and finance guidelines at the UNFCCC COP26 convened in November 2021 (¶86).

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

VI. CONCLUSIONS, LESSONS AND RECOMMENDATIONS

A. Conclusions

Strengths to Leverage

- 183. The project had high relevance reflecting UNEP's normative and operational orientations (¶79), the donor's priorities (¶83) and was well-justified regarding its gap-filling role (¶35, ¶57, ¶83, ¶86). The project's design was ahead of its time in linking issues not typically seen as climate-related to countries' NDC mitigation plan (¶87). As this global framework for driving forward GHG emission reduction was prioritized by national governments and international actors alike, TTVC's emphasis on resource efficiency, its support for baseline development and the impetus it provided to measure, report, and continuously work to reduce carbon emissions and other pollution, with a clear route for private sector engagement (seen as a key lever to accelerate system change) could credibly be aligned with long-term climate goals, particularly in view of the Net Zero Roadmap for Travel and Tourism generated through UNEP's cooperation with WTTC (¶150). In this light, the project has had a tangible contribution to enhancing understanding of the potential of pursuing sustainable tourism as a low-emission pathway that considers broader socio-economic goals³0 for countries where tourism plays a pivotal role in sustaining livelihoods and national economies.
- 184. Despite the disruption caused by the COVID-19 pandemic, which halted tourism operations in the four pilot countries for about a year from March 2020, the appropriate use of adaptive management (¶160), adoption of a pragmatic approach (¶106), the project's leadership (¶164) and collective teamwork (¶146, ¶161, ¶163, ¶167) were key ingredients for ensuring that the project's outputs were actively used to improving the tourism sector's capacity to mitigate GHG emissions and improve resource efficiency, feeding into a paradigm shift to more sustainable consumption and production patterns (¶106).
- 185. The National Roadmaps/Action Plans developed through the project's support for the four pilot countries provided a platform for evidence-based decision-making and prioritisation that was perceived to be high in relevance and utility for those charged with planning the way forward (¶100). The way in which these were developed through the quality and degree of engagement of implementing partners (¶176) and those with high interest/high influence (¶166) including representatives of government, public sector agencies and other official entities whose cooperation was needed for change to be embedded within their respective institutions and offices can be expected to secure forward momentum, enhancing the prospects for achieving impact (¶108), provided that implementation challenges could be overcome (¶88).
- 186. Ongoing efforts to identify ways in which the UN system could help showed promise regarding sources of support for dealing with these implementation challenges; for example, UNEP's envisaged follow-up project for Saint Lucia under the GEF-funded Blue and Green Islands Integrated Programme (¶154) and discussions launched in the project's final phase with the UNRC offices in the four pilot countries to align priorities across UN agencies, explore potential for joint work plans with UNEP, and introduce strategic lines to support the government towards a more sustainable tourism sector (¶147).

³⁰ p9, a May 2020 OECD Working Paper points out that long-term climate mitigation goals can have a significant impact on decision-makers' choice of priorities, policies and mitigation options for the short- and mid-term and highlights the importance of considering socio-economic factors OECD Climate Change Expert Group, C. Falduto and M. Rocha, 'Aligning Short-Term Climate Action with Long-Term Climate Goals: Opportunities and Options for Enhancing Alignment between NDCs and Long-Term Strategies'

187. The attention and priority put on developing an 'exit strategy' that considered internal and external sustainability as well as project legacy succeeded in concretizing transition pathways at global level and within the pilot countries (¶151). While this served to increase confidence in the institutional sustainability of this intervention, monitoring and follow-up would be needed to gauge eventual impact (¶152) and the combined ongoing pressure from the private sector and international community on national governments to pursue sustainable tourism would still be needed (¶145) for assumptions regarding the change process from 'intermediate states' to impact (according to TTVC's TOC, ¶111) to indeed materialise.

Less Successful Aspects with Improvement Potential

- 188. Given the array of design documents, from the original conception in 2013 (¶39) through to the 2016 proposal to IKI (¶157) followed by an 'implementation phase' project revision/extension (¶74), the design, budgeting, indicators, and mapping between UNEP's internal system requirements and the donor's indicators was not immediately coherent and concise. For planning, monitoring, and evaluation standpoints, it would have been helpful to include a mapping of the IKI indicators to UNEP's project framework (¶92).
- 189. Understandably, the project focussed strongly on GHG emission mitigation, in line with IKI's primary funding line (¶83) and the justification for the provision of the allocated budget (¶106). While orienting activities towards major sources of GHG emissions to reach the envisaged targets (¶92) with a consequent spotlight on larger actors (who reportedly had existing tools and motivation to improve and tended to use the project's tools as another source of information and reference, ¶102) this single-minded focus potentially underplayed the notion that sustainable tourism is about engaging a country as a whole (¶92) and also meant that the project was not fully able to support smaller scale enterprises (¶166) and their staff (due to the overly-demanding language/terminology of the developed tools, ¶0) although the development of a Climate Action Guide for Tourism Businesses and Destinations (¶104) as well as the MoU with TourCert to work on 'Sustainable Gastronomy' in the Dominican Republic (¶129) can be seen as positive initiatives.
- 190. Looking to the project's design, while heightening its ambition level, the fact that the tools were being developed through the project's support at the same time as being rolled out sent confusing signals to project stakeholders, generating complexity and dampening efficiency (¶92). Compounded by the protracted nature of the inclusive, consultative, ownership-building processes used for developing the National Roadmaps/Action Plans (accompanied by occasional delays in workplans) together with the complex implementation approach involving multiple partners' inputs that were not always aligned with other moving parts of the project's system (¶92), on top of the rigorous performance management culture and internal monitoring (¶134) and reporting expectations (¶135) the setting risked to over-extend the absorption capacity of implementing partners (¶118).
- 191. In such a complex project setting, the contracting process and hurdles related to UNEP's own administration (¶123) have the potential to unwittingly enhance project risk. The TTVC project experience provides compelling evidence that some aspects related to contracting and funds disbursement could be optimised to better balance costs and risks between UNEP and implementing partners.
- 192. In the same way that implementing partners were expected to handle enormous complexity and costs, the TTVC project experience shows that the responsibilities vested in the Project Manager role involve very demanding expectations for a breadth of activities (which also involve political objectives, lobbying, resource mobilisation, etc.) and set of competences that are not typically simultaneously resident in a single

- profile, which may have consequences for attention/ability to actually manage such complex projects and risks individual burn-out and organisational inefficiency (¶162).
- 193. The expectation that responsiveness to human rights and gender would be reflected in the context analysis, the project's logframe and implementation was operationalised through the project's serious attempt to include gender mainstreaming co-benefits (¶172). The fact that implementing partners raised the notion that a stronger emphasis on gender equity might better serve such interventions (by opening up discussion about empowerment and engaging marginalised groups in shaping the solutions) rather than focussing on gender equality, which was perceived in the attention paid to tracking/reporting data on gender balance provides important food for thought for future project design, particularly in view of new UN Secretariat guidance (January 2023) regarding expectations to address gender, human rights, and disability under the umbrella of 'inclusivity'.

B. Summary of project findings and ratings

194. Table 11 elaborates the key findings used as the basis for establishing the project ratings, drawing on the detailed guidance per criterion and sub-component provided by the EOU. Overall, the project demonstrates a rating of 'Satisfactory', based on the weighted assessment (see Figure 1).

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 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 confirms that the Report provides sufficient evidence and analysis to support the performance ratings listed below and the overall project performance rating at the 'Satisfactory' level.

Table 11: Summary of Project Findings and Ratings

Criterion	Summary assessment	Rating	UNEP Evaluation Office: Justification for any ratings change from validation process	UNEP Evaluation Office Validated Rating
Strategic Relevance	Strongly reflecting donor interest in mitigating GHG emissions and advancing SCP, the project was highly relevant for global, regional, and national priorities vis-à-vis the tourism sector. Combining UNEP's normative and operational orientation, TTVC was aligned with strategic priorities related to climate change, biodiversity, and pollution/waste and had strong internal and external coherence in synergizing with UNEP initiatives, leveraged existing platforms (One Planet Network, GGKP, etc.), and contributed to other ongoing activities.		Rating Validated	HS

Cri	terion	Summary assessment	Rating	UNEP Evaluation Office: Justification for any ratings change from validation process	UNEP Evaluation Office Validated Rating
1.	Alignment to UNEP MTS, POW and strategic priorities	In tackling the tourism sector's detrimental impacts and untapped restorative opportunities, this project is well-aligned with UNEP's strategic priorities to address the three planetary crisis related to climate change, biodiversity, and pollution/waste, as reflected in the agency's Medium Term Strategies (MTS) and their associated Programmes of Work (POW) spanning the 2016-2023 period.	HS	Rating Validated	HS
2.	Alignment to Donor/Partner strategic priorities	The project is fully aligned with the donor's primary funding objective related to mitigating GHG emissions while also demonstrating the German government's political engagement in pursuing sustainable consumption and production patterns (as would be reflected in sustainable tourism).	HS	Rating Validated	HS
3.	Relevance to global, regional, sub-regional and national environmental priorities	The project was well-aligned with global commitments of the Paris Agreement (2015), SDGs (2016), and Glasgow Declaration on Climate Action in Tourism (2022). At national level, the project strengthened needed inter-ministerial cooperation to collectively tackle challenges facing the tourism sector.	HS	Rating Validated	HS
4.	Complementarity with relevant existing interventions/coherence	The project's support was highly complementary to existing initiatives in boosting public sector and value chain cooperation by providing useful guidance, prioritisation, and a trajectory for pursuing sustainable tourism at country level while supporting inter-governmental processes like the Global Tourism Plastics Initiative (GTPI, 2021) and Glasgow Declaration (2022), deploying existing concepts (environmental 'hotspots', lifecycle thinking, eco-innovation, sustainable procurement) and synergizing with other initiatives, [e.g. PAGE, SWITCH Africa Green's Sustainable Island Mauritius (SIM)] and through its close association with the One Planet Network, which provided resources, a testing ground for the project's tools, and a dissemination channel for its results.	HS	Rating Validated	HS

Criterion	Summary assessment	Rating	UNEP Evaluation Office: Justification for any ratings change from validation process	UNEP Evaluation Office Validated Rating
Quality of Project Design	Reflecting a high level of ambition and innovative approach (pioneering a value chain approach in this sector), design strengths included: strategic relevance, governance arrangements, and partnership strategy (which also generated high complexity). Areas for improvement related to the absence of a mapping of IKI indicators to UNEP's project framework, over-emphasis on mitigation (understandably reflecting the donor's key aim), and the high level of complexity (reflecting high ambition) of a simultaneous pilot and rollout.	S	Rating Validated	S
Nature of External Context	Considered moderately unfavourable, given the pilot countries' (as island nations) comparatively high vulnerability to climate hazards and their potential to disrupt economic operations, high dependence on fossil fuel energy, and high reliance on tourism (which was associated with high resource consumption, high importation, waste generation, land/marine pollution, biodiversity impacts, and low sector wages). While there was political goodwill and general stability, the COVID-19 pandemic had severe impacts on the tourism sector (essentially brought to a halt from March 2020), diverting national actors' attention and resources and generating serious challenges for business engagement for data collection, leading to renegotiated performance targets and shortfalls.	MU	Rating Validated	MU
Effectiveness	The project has been effective in delivering its planned outputs with scientific rigour, developed in a consultative manner that generated country ownership. Perceived as useful, these were indeed used to improve the tourism sector's capacity to mitigate GHG emissions, improve resource efficiency and contribute to countries' climate priorities. In the post-COVID-19 period, as the tourism sector advances in its recovery efforts, the project's consciously architected 'exit strategy' - together with the 2021 initiatives of GTPI and the Glasgow Declaration (which could be expected to sustain measurement and reporting) – point to a reasonable likelihood of achieving the project's envisaged impact in the longer term.	S	Overall rating downgraded on account of lowered ratings for the sub-criteria on 'Achievement of Outcomes' and 'Likelihood of Impact'	MS

Criterion	Summary assessment	Rating	UNEP Evaluation Office: Justification for any ratings change from validation process	UNEP Evaluation Office Validated Rating
1. Availability of outputs	All planned outputs were delivered with some over-achieved, particularly the extent of engagement in capacity-building (due to the shift to online means, triggered by COVID-19 restrictions) and generation of knowledge products and contributions to mainstreaming the product's lessons. The utility of the National Roadmaps/Action Plans generated in a consultative manner (which built ownership) is deemed to be quite high, suggesting strong likelihood that these documents will continue to be used as references in guiding national government policy in the pilot countries. There was mixed reaction to the project's tools, considered by large actors as useful references while being too demanding for SMEs and more operational staff in the value chain.	S	Rating Validated	S
Achievement of project outcomes	Despite the disruption caused by the COVID-19 pandemic, which halted tourism operations for about a year from March 2020 in the four pilot countries, a pragmatic approach, adaptive management, and close monitoring maintained focus on actively using the project's outputs to achieve the envisaged outcome of improving the tourism sector's capacity to mitigate GHG emissions, improve resource efficiency and shift to more sustainable consumption and production patterns	S	The report does not provide sufficient analysis of the change process to support a 'Satisfactory' rating. a) Para 101 undermines the utility of the 'tool', taken to be the core instrument (GE/RE tool), that was used to 'implement the integrated action framework'. This is a key indicator (reported under output 1) of any uptake from project training. b) The results' data relies heavily on an output indicator (number of participants to online training); the behavioural/systems change context to businesses reporting GHG emissions is not provided and the methods of collected pre/post data on reported CO2eq is not provided. The results at outcomes level are focusing on only 2 of the pilot countries.	MS

Cri	terion	Summary assessment	Rating	UNEP Evaluation Office: Justification for any ratings change from validation process	UNEP Evaluation Office Validated Rating
3.	Likelihood of impact	The project's support built relevant capacities and developed clear roadmaps/action plans in an inclusive manner, with high country ownership, backed by government that reflect the tourism sector's contributions to countries' climate priorities and national commitments serving the global agenda. Based on evidence that project outputs have fostered the intended outcome, with a well-architected 'exit strategy' and pressure for ongoing improvements and GHG emission reductions sustained by the GTPI and Glasgow Declaration, there is a reasonable likelihood to generate the project's envisaged longer term impact post-COVID-19, as the tourism sector advances in its recovery efforts.	L	The case for changed behaviour at outcome level is not strongly supported within the report and insufficient evidence is presented to claim that long-lasting impact is 'Likely'. Namely, no details are provided on the way in which the exit strategy will support impact, weaknesses in the project design that have been discussed in the report appear significant here but are not addressed. Emphasis is placed on 'intended behaviour' rather than evidence of a causal pathway between the project's achievements at outcome level, well-articulated assumptions holding, drivers being in place and behaviours being likely as a result. No evidence of scaling up or replication presented.	ML
Fin	ancial Management	Strong adherence to UNEP financial policies and procedures and fulfilment of donor requirements through establishment of suitable systems, processes, and relationships between project and financial management, who showed consistent awareness of and interest in enhancing project performance.	HS	Overall rating downgraded as insufficient evidence is presented to support "Highly Satisfactory' rating	MS
1.	Adherence to UNEP's financial policies and procedures	Suitable systems, processes, and relationships between project's financial and project management were established and actively supported the alignment with UNEP's financial policies and procedures and met donor requirements.	HS	The HS rating is undermined by a lack of information and evidence.	MS
2.	Completeness of project financial information	Annual reporting fully met standards for completeness. There was close attention by the FMO and PM to the project's financial management.	HS	The HS rating is undermined by the absence of any expenditure information being presented in the report. The report contains no confirmation of project expenditure (Project Identification Table does not show a total figure; Annex IV on financial expenditure is blank).	MS
3.	Communication between finance and project management staff	There was a high level of awareness of, interest in, exchange and contact between the financial and project management sides of the project, who appeared united in using these dimensions to enhance project performance.	HS	The assessment of communication between project and finance staff is undermined by the absence of expenditure information in this report.	MS

Criterion	Summary assessment	Rating	UNEP Evaluation Office: Justification for any ratings change from validation process	UNEP Evaluation Office Validated Rating
Efficiency	While a 50% increase in duration from two 'no-cost' extensions and the return of unspent funds might be considered a deficit, the unprecedented impacts for the tourism sector stemming from the COVID-19 pandemic that severely affected all four pilot countries were exceptional. While some aspects related to contracting and funds disbursement could benefit from review, given the project's adaptive management, cost efficiency and active pursuit of synergistic elements, the overall assessment of its efficiency is regarded, on balance, as satisfactory.	S	Rating Validated	S
Monitoring and Reporting	The monitoring approach was adequately designed and budgeted, supporting a mix of performance management and learning. At times, its rigorous and comprehensive application was experienced by some implementing partners as overextending their capacities. Their progress reporting supported UNEP in carrying out its monitoring and annual reporting responsibilities, which allowed the donor to get an overall grasp of the project's situation on a yearly basis. The inclusion of hyperlinks enabled retrieval of supporting documents, forming a valuable knowledge repository for proof and handover.	S	Rating Validated	S
Monitoring design and budgeting	The project's monitoring approach was satisfactorily designed to support implementation, with multiple reviews to assure its quality, an orientation towards gender balance, with budget allocated, although monitoring cost was hidden in general staff time and specific responsibility for monitoring progress against each indicator was not identified at the time of design.	S	the distinction between the IKI grant and the UNEP PRC-approved projects, which validate the IKI supported work as part of UNEP's Programme of Work, is blurred in the report. No provision was made to either reconcile this nor to provide resources to evaluate the IKI grant as part of the Programme of Work. Para 133 suggest that the project does not have a dedicated budget by monitoring activity. Findings suggest a less than satisfactory monitoring design, especially as relates to the allocation of resources (costed items, roles)	MS

Criterion	Summary assessment	Rating	UNEP Evaluation Office: Justification for any ratings change from validation process	UNEP Evaluation Office Validated Rating
Monitoring of project implementation	Monitoring was carried out reflecting an orientation of both performance management and learning. While designed to meet UNEP requirements, its rigour and comprehensiveness proved challenging for some implementing partners to absorb at times.	S	Indicators relating to the PRC-approved project were not tracked (e.g. 2.3 gender). Evidence is not presented that the primary outcome level of the IKI grant was incorporated in the data collection/monitoring of the project's work (i.e. GHG emissions, greater resource efficiency etc.). The performance assessment relies heavily on output level data.	MS
3. Project reporting	Progress reporting by implementing partners supported UNEP in carrying out its monitoring functions, its responsibilities for annual reporting on progress to the project's donor, and provided evidence that supported UNEP's performance reporting and monitoring for its member states. While donor reporting was brief and primarily in a narrative form, it sufficiently relayed the project's situation, flagged risks and lessons learned, with a comprehensive accounting of the target-performance comparison at output and outcome level provided through a longer final status report at project closure.	HS	Rating Validated	HS
Sustainability	Considering the key conditions likely to undermine or contribute to the continuation of benefits achieved at outcome level, weakness in sociopolitical factors (and COVID-19 effects) outside the control of the project team and implementing partners was offset by conscious efforts to architect an 'exit strategy' addressing both internal and external sustainability and by championing links to the UNSCDF and UNRC's coordinating role. The evolution of national development plans and government capacities in the pilot countries increased confidence in the sustainability of the institutional framework, particularly where recognition was growing regarding the contribution of the tourism sector to NDC mitigation plans.	L	Rating Validated	L
Socio-political sustainability	While socio-political factors (and COVID-19 effects) outside the control of the project team and implementing partners influenced the level of ownership, interest, and commitment on the part of government and other stakeholders during project implementation, these aspects were offset by the project team's significant efforts to consciously construct an exit/transition strategy in order to strengthen dimensions of institutional sustainability	L	Rating Validated	L

Criterion	Summary assessment	Rating	UNEP Evaluation Office: Justification for any ratings change from validation process	UNEP Evaluation Office Validated Rating
2. Financial sustainability	Ongoing implementation of the National Roadmaps/Action Plans depended on national and international capacities to mobilise the needed resources, whose prospects were arguably enhanced through links to the UNSCDF and the UNRC's coordinating role. The project team undertook initiatives to enhance the financial sustainability of associated initiatives that supported project outputs/outcomes, including an 'expression of interest' for Saint Lucia under the GEF's Blue and Green Islands Integrated Programme.	L	Rating Validated	L
3. Institutional sustainability	National frameworks providing legal and accountability functions, together with institutional mandates and capacities, were in place in some of the pilot countries, giving assurance that the project's outputs could be absorbed and leveraged to generate the envisaged outcomes, particularly in situations where the link to integrating tourism into NDC mitigation plans was more visible. A consciously-developed 'exit strategy' that considered both internal and external sustainability significantly increased confidence in the institutional sustainability of this intervention.	HS	Rating Validated	L
Factors Affecting Performance	Stakeholder participation and cooperation provided a strong backbone for the project, together with highly engaged management and leadership, supported by robust governance and peer review, that maintained a consistent focus on achieving planned outputs and outcomes. Appropriate environmental and social safeguards were considered and addressed, including responsiveness to the provision of project benefits based on gender and minority/ethnic group.	HS	Rating Validated	HS
Preparation and readiness	The continuity of placing this project's management under the legacy responsibility of UNEP's tourism portfolio manager, together with it being built on a well-justified, well-prepared, and approved concept are seen as strong foundation stones, enabling early momentum.	HS	Rating Validated	HS
Quality of project management and supervision	There was consistent focus on achieving planned outputs/outcomes, with high appreciation for the project team's engagement, dedication, accessibility and leadership. Led with energy, vision, a problem-solving attitude and high capabilities in adaptive management, the breadth of responsibilities of the Project Manager role inclined more centralised control as the key focal point. Robust governance at country level, together with an expert advisory group providing peer review, functioned to enhance the quality of deliverables and supervision.	HS	The MTR results and the adaptative management response to were not discussed, the analysis focused on the project manager and less on the project team, coordination with expert advisory STAPs and ROs. Rating lowered on account of the shortcomings observed under 'Monitoring implementation' - especially with regard to the monitoring relevant to track progress towards outcome level results	S

Cri	terion	Summary assessment	Rating	UNEP Evaluation Office: Justification for any ratings change from validation process	UNEP Evaluation Office Validated Rating
3.	Stakeholders' participation and cooperation	Building on a robust analysis of stakeholder groups, the project adopted a strategic approach regarding their roles and contributions, leveraging these to build content and ownership of project outputs and outcomes, sustained through regular consultation and communication.	HS	Rating Validated	HS
4.	Responsiveness to human rights and gender equality	Relevant considerations were integrated into the project's design and implementation with resources put in place and efforts undertaken to equip implementing partners to promote gender balance, increase opportunities for women's participation, and provide access to project benefits based on gender and minorities/ethnic groups. This was verified through monitoring and reporting	S	Rating Validated Given the average approach within UNEP on gender, the report provides indications that gender inclusions was prompted for and monitored. The fact that the question of gender equity rather than equality was raised is a promising sign that deeper appreciation of inclusion is coming to the surface.	S
5.	Environmental and social safeguards	Appropriate safeguards were considered and solidly addressed in the project's design, implementation, and monitoring, with annual review and reporting on these dimensions. No safeguarding issues arose during the project's execution.	HS	Rating Validated	HS
6.	Country ownership and driven-ness	While relevant stakeholders participated in the development of the National Roadmaps/Action Plans and 'exit strategies', the quality and degree of engagement of those directly involved in the project's execution and governance varied across the pilot countries. National implementing partners with a highly compatible mission and synergistic activities had built-in motivation to deepen their engagement; the leadership of private sector associations proved essential to the project's success; and government departments found the project's outputs to be a useful reference in establishing national and strategic plans for the tourism sector, although concern was expressed regarding the sufficiency of engagement to push momentum forward in some pilot countries.	S	Rating Validated	S
7.	Communication and public awareness	While dedicated resources were not allocated within the project's design, numerous materials were developed and used to communicate the project's ongoing work and outcomes at global level, particularly through the project website hosted by One Planet Network, as well as by leveraging synergies to promote its activities, tools and results through associated websites and knowledge hubs, like GGKP's Green Policy Platform, the Green Industry Platform, UN SDG platform, UNWTO's SDG platform, and UNDP platforms.	HS	Rating Validated	HS

Criterion	Summary assessment	Rating	UNEP Evaluation Office: Justification for any ratings change from validation process	UNEP Evaluation Office Validated Rating
Overall Project Performance Rating	Rolled out in a moderately unfavourable environment, with satisfactory effectiveness and efficiency, the project's strengths lay in its strategic relevance, level of stakeholder participation and cooperation, underpinned by its highly engaged management and leadership, robust governance, peer review, and financial management. Likelihood of impact and sustainability of project outcomes have been judged positively.		Rating Validated	S

C. Lessons learned

195. Three lessons emerged out of this project's experience which illustrate good practices and successes that could be replicated in similar contexts. These lessons (see **Table 12**) are anchored in the preceding conclusions, with cross-referencing to relevant paragraphs within the review report.

Table 12: Lessons Learned from TTVC's Design and Implementation Experience

Lesson Learned #1:	Conscious attention to architecting 'exit strategy' from a project's outset, using a structured approach for its handover and phasing-over/down/out, contributes to better outcomes and encourages stakeholders/beneficiaries to focus resources from the beginning towards project results and their sustainability and effectiveness.
Context/comment:	This lesson highlights the importance of conceiving a project's exit strategy from the outset (¶187) that considers internal and external coherence (¶88) and seeks to build both internal and external sustainability as well as project legacy, which supports effective handover. The project team's approach of using a programmatic exit strategy matrix that considered institutional structures, observed behavioural changes, financial sustainability, and cross-cutting measures with indication of phase-over/down/out elements put in place represents good practice (¶151) for enhancing the prospects that the project's benefits will continue beyond its close and the end of funding. This approach a tangible recognition of the reality that development cooperation is, by nature, temporary. Exit strategies have proven to contribute to better program outcomes and encourage stakeholders and beneficiaries to focus resources from the beginning towards project results and their sustainability and effectiveness ³¹ .

Lesson Learned #2:	A high degree and quality of stakeholder engagement, together with project leadership and collective teamwork, are key for achieving even ambitious project goals in a moderately unfavourable environment.
Context/comment:	While time-consuming and protracted (¶190), the inclusive, consultative approach to the development of the National Roadmaps/Action Plans ensured that these documents were both relevant and useful (¶185) and had a high level of country ownership and driven-ness (¶176). In light of the severity of impacts wrought by the COVID-19 pandemic (¶97), which were beyond the scale and duration of climate hazards that regularly affected the pilot countries (¶95), this high degree and quality of stakeholder engagement, together with the project's leadership and collective teamwork (¶184) were key ingredients for persevering, overcoming the disruptions, and rising to meet ambitious goals.

³¹ UNEP/UNDP/EC SECCCI Project Exit Strategy, as cited in TTVC's Exit Strategy (30 December 2022)

Lesson Learned #3:	A project's management and leadership are decisive factors in assuring the effectiveness, integrity, and sustainability of development interventions.
Context/comment:	This lesson acknowledges the vital importance of project management and leadership capabilities — which were highly evident in TTVC's execution (¶184) — as decisive factors in assuring the effectiveness, integrity, and sustainability of development interventions. In addition to delivering an ambitious and innovative design (¶89), this project's management was highly complex, with complex contracting processes and UN administration that were deftly handled within a rigorous performance management culture with demanding expectations for monitoring and reporting and ongoing challenges to align the inputs of multiple partners in a dynamic system, with high needs for adaptive management, while also aiming to respect the allocated time, scope, and budget, alongside providing support for achieving political objectives (including to sustain a project's results), using influence tactics like lobbying, as well as resource mobilisation.
	Effectively managing initiatives with internal and external teams, partners and contractors within such a setting requires a high level of competence, which was demonstrated in this project's setting, which reflects the qualities and approaches outlined in global standards ³² .

D. Recommendations

196. Three recommendations emerged out of this project's terminal review, reflecting the preceding conclusions. These provide ways forward for challenges/problems encountered through this project's experience, with cross-referencing to relevant paragraphs within the review report. Their priority, responsibility, and proposed timeframe for implementation are outlined in **Table 13**.

Table 13: Recommendations for Addressing Challenges/Problems Encountered

Recommendation #1:	Design and fund follow-up projects with a value chain perspective focussed on resource efficiency, circular economy, and innovative business models that embrace both GHG mitigation and adaptation, which would provide scope for better inclusion of SMEs and engaging a country as a whole in sustainable tourism.
Challenge/problem to be addressed by the recommendation, with cross-references to rationale and supporting discussions:	This recommendation reflects the need for follow-up projects to support the pilot countries and beyond in overcoming implementation challenges for realising sustainable tourism (¶186) and the conclusion that TTVC's donor had a strong interest in pursuing GHG mitigation, in line with IKI's primary funding line (¶189). To achieve the project's associated targets (¶106), this understandably foregrounded focus on large actors with significant potential for GHG emission reduction (¶92),

³² As an example, the International Project Management Association (IPMA) defines the competences required by individuals working in the fields of project, programme and portfolio management in the form of an Individual Competence Baseline-ICB; it is assured through certification³². Another example can be found in the International Organisation for Standardisation (ISO), which established the standard 21502 which provides guidance on concepts and practices for project management that are important for and have an impact on a project's success pViii, ISO (2019), ISO 21502 Project, Programme and Portfolio Management – Guidance on Project Management

	but unwittingly downplaying the notion that sustainable tourism is more than just about accommodation (¶92), while also backgrounding smaller actors with comparatively minor contributions towards GHG mitigation and fewer resources available to dedicate to learning/applying the tools developed through the project's support (¶166). Yet, SMEs constitute a major portion of the tourism economy in many countries, need to improve the sustainability of their operations (¶189), and have contributions to make to sustainable tourism.
	Participation in future projects that consider "infrastructure, activities, heritage, people, and communities" (¶92), with a focus on resource efficiency and adaptation in combination with mitigation could provide scope for better inclusion of SMEs, particularly considering the growing push towards circular economy which can be expected to necessitate and foster innovative business models and a value chain perspective.
	The corresponding alignment of funding criteria and indicators/targets with such sentiments would also be needed.
Priority Level:	
Type of Recommendation	Opportunity for Improvement
Responsibility:	Future project designers and implementers in UNEP, other UN agencies and development actors IKI and other international/multilateral/bilateral donors funding sustainable tourism, GHG mitigation, adaptation and climate action
Proposed implementation time-frame:	Moving forward

Recommendation #2:	Proactively establish early outreach to the UNRC in pilot countries as part of building 'exit strategy' from the outset, together with identifying links with a country's UNSCDF to facilitate early strategic discussion with others working in the region with longer timescales and a potential to offer follow-up support, while also exploring ways in which a project could "dovetail" and "open the door for other UNEP services to be offered".
Challenge/problem to be addressed by the recommendation, with cross-references to rationale and supporting discussions:	This recommendation reflects the conclusion that efforts to make links with the UNRCs in the four pilot countries in the project's final phase succeeded in building awareness of the project's benefits, provided an opportunity to launch discussion to align priorities across UN agencies, explore potential for joint work plans with UNEP and strengthen linkages with the country's UNSCDF played important roles as part of the project's exit strategy (¶186). Initiating such discussions at project outset can be expected to prove even more powerful, following stakeholders' perception that this was a missed opportunity in the case of TTVC (¶180).
	The TTVC project gained efficiency from leveraging synergies with existing initiatives (¶128). Likewise, the inter-agency PAGE initiative was seen to have provided enabling work in Green Economy, which TTVC was

	able to build on. This dynamic was described by stakeholder as "not yet sufficiently exploited" (¶88).
Priority Level:	
Type of Recommendation	Opportunity for Improvement
Responsibility:	Future project implementers in UNEP
Proposed implementation time-frame:	Moving forward

Recommendation #3:	Review the approach for addressing human rights and gender equality in the evolving context of expanding definitions of gender and in light of new UN Secretariat guidance to address gender, human rights, and disability under the umbrella of 'inclusivity'.	
Challenge/problem to be addressed by the recommendation, with cross-references to rationale and supporting discussions:	This recommendation considers this project's operationalisation responsiveness to human rights and gender equality, which channel efforts towards achieving 'gender balance' (with a consequent focut tracking/reporting female participation in training, events vistargets, ¶136). This approach was perceived to insufficiently traceflection regarding how to combat direct and indirect consequence past discrimination that have left women or men in a particular disadvantageous position and to unlock their potential as drive sustainable development (¶193). In designing and implementing fur projects, such perceptions will need to be considered in the context expanding definitions of gender and in view of new UN Secret guidance (January 2023) regarding expectations to address genhuman rights, and disability under the umbrella of 'inclusivity'.	
Priority Level:		
Type of Recommendation	Opportunity for Improvement	
Responsibility:	Future project designers and implementers	
Proposed implementation time-frame:	Moving forward, in conjunction with UN Secretariat guidance	

ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS

Table 14: Response to Stakeholder Comments received but not (fully) accepted by Reviewer

Page Ref	Stakeholder comment	Reviewer Response
	Xxx	Xxx
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ANNEX II. KEY DOCUMENTS CONSULTED

Project planning and reporting documents

- International Climate Initiative 2016 Project Proposal (for January 2017 to December 2020) to the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB), 'Transforming Tourism Value Chains in Developing Countries and Small Island Developing States (SIDS) to Accelerate More Resource Efficient. Low Carbon Development'
- IKI website: https://www.international-climate-initiative.com/ueber-die-iki/ [4 October 2022]
- Project Document (referring to 19-month duration of June 2020 to December 2021) for 'Implementing Sustainable Policies, Strategies and Management Tools on Resource Efficiency in Tourism Value Chains', approved by Ligia Noranha, 2020.06.17
- Project Revision 1 PoW project 02088 'Implementing Sustainable Policies, Strategies and Management Tools on Resource Efficiency in Tourism Value Chains', approved by PM Helena Rey and FMO Fuaad Alkizim, 2020.12.08
- Amended budget submitted for PRC review, approved by PM Helena Rey and FMO Fuaad Alkizim, 2020.05.29
- PoW 623.5 Amended budget, approved by PM Helena Rey and FMO Fuaad Alkizim, 2020.12.08
- UNEP Open Data Project Updates for June 2022 https://open.unep.org/project/PIMS-02088 [3 October 2022]
- External mid-term review of the UN Environment project (carried out by Dr. Marcel Crul) on the project 'Transforming Tourism Value Chains in Developing Countries and Small Island Developing States (SIDS) to Accelerate More Resource Efficient, Low Carbon Development', February 2019
- Project website https://www.oneplanetnetwork.org/value-chains/transforming-tourism [3 October 2022]
- Project Video https://www.youtube.com/watch?v=UWDcn2N9B5M [3 October 2022]
- National Skills Closure Survey (December 2022)

Reference documents

- UNEP Programme of Work (PoW), 2020-2021
 https://www.unep.org/resources/medium-term-strategies/unep-proposed-programme-work-and-budget-biennium-2020-2021 [3 October 2022]
- UNEP Programme of Work (PoW), 2022-2023
 https://www.unep.org/resources/policy-and-strategy/pow-2022-2023 [3 October 2022]
- UNEP Medium Term Strategy (MTS), 2018-2021
 https://wedocs.unep.org/bitstream/handle/20.500.11822/7621/-UNEP_medium-term_strategy_2018-2021-2016MTS_2018-2021.pdf.pdf?sequence=3&isAllowed=y

 [20 January 2023]
- UNEP Medium Term Strategy (MTS), 2022-2025 For People and Planet https://wedocs.unep.org/bitstream/handle/20.500.11822/35875/K2100501-e.pdf [20 January 2023]

- UN Sustainable Development Cooperation Framework
 https://www.unssc.org/courses/un-sustainable-development-cooperation-framework [1 February 2023]
- The World Counts
 https://www.theworldcounts.com/challenges/consumption/transport-and-tourism/negative-environmental-impacts-of-tourism
 [2 February 2023]
- OECD Climate Change Expert Group (May 2020), C. Falduto and M. Rocha, 'Aligning Short-Term Climate Action with Long-Term Climate Goals: Opportunities and Options for Enhancing Alignment between NDCs and Long-Term Strategies' https://www.oecd.org/environment/cc/LEDS-NDC-linkages.pdf

ANNEX III. PEOPLE CONSULTED DURING THE REVIEW

A total of 43 stakeholders were interviewed: 65% female (=28) and 35% male (15)

Table 15: People consulted during the Review

Organisation	Name	Position	Gender
Federal Ministry for Environment, Nature Conservation, Nuclear Safety and Consumer Protection, International Climate Initiative (BMU- IKI)	Juliane Reiber	Programme Manager (Donor)	Female
UNEP	Elisa Tonda	Chief of Resources and Markets Branch	Female
UNEP	Djaheezah Subratty	Sub-Programme Resource Efficiency (SP6) Coordinator	Female
UNEP	Helena Rey	Project Manager	Female
UNEP	Maelys Nizan	Communication, Partnerships and Knowledge Management Analyst	Female
UNEP	Libera Assini	Resource Mobilisation Consultant	Female
UNEP	Andrea Bacher	Private Sector Analyst	Female
UNEP	Maria Alejandra Fernandez Garcia	Regional Office Latin America and the Caribbean	Female
UNEP	Tomas Declerq	Regional Office Latin America and the Caribbean	Male
UNEP	Jonathan Gilman	Regional Development Coordinator, Regional Office Asia-Pacific	Male
UNEP	Fuaad Alkizim	Fund Management Officer	Male
UN Resident Coordinator's Office, Dominican Republic	Manual Ortiz	Economist	Male
UN Resident Coordinator's Office, Mauritius (formerly)	Pierre Yves Maurice Fallavier	Resident Coordinator	Male
UNDP, Mauritius	Joya Bhandari	Consultant	Female
UN Resident Coordinator's Office, Philippines - UNIDO	Teddy Monroy Prosperity and Planet Pill		Male
Travel Foundation	Terry Brown	Implementing Partner	Male
Waste and Resources Action Programme (WRAP)	Carolina Fernandez	Implementing Partner	Female
Playa Dorada Hotel Association, Dominican Republic	Manual Finke	Implementing Partner	Male
TourCert, Dominican Republic	Lissette Gil	Implementing Partner	Female
Ministry of Environment, Dominican Republic (formerly) Olga Rosario		Consultant, Dominican Republic	Female

Organisation	Name	Position	Gender	
Philippine Center for Environmental Protection and Sustainable Development (PCEPSDI)	Andrea Go Implementing Partner		Female	
PCEPSDI	Grace Lebria	Implementing Partner	Female	
PCEPSD	Kim Castillo	Implementing Partner	Female	
PCEPSD (formerly), now Tenknots	Kiko Velhagen	Formerly: Implementation Partner, now Project Beneficiary in Philippines	Male	
Jade Mountain & Anse Chastanet Hotel and Spa, Saint Lucia	Carl Hunter	Project Beneficiary, Saint Lucia	Male	
Iberostar Dominican Republic	Luz Lantigua	Project Beneficiary, Dominican Republic	Female	
Piñero Group	Antonia Del Toro	Project Beneficiary, Dominican Republic	Female	
Piñero Group	Elissa Villegas	Project Beneficiary, Dominican Republic	Female	
Hotel, Restaurants Association in Mauritius (AHRIM)	Jocelyn Kwok	Project Beneficiary, Mauritius	Male	
Philippine Association of Convention/Exhibition Organizers and Suppliers / Tourism Congress of the Philippines	Marisa Nallana	STAG member, Philippines	Female	
Good Travel Programme	Leny Fabul	STAG member, Philippines	Female	
Ministry of Environment	Elizabeth Jiménez	STAG member, Dominican Republic	Female	
Ministry of Tourism	Warner Andrada	STAG member, Philippines	Male	
Ministry of Tourism	Jem Turla	Government Representatives, Philippines	Female	
Ministry of Tourism	Kim Vito		Male	
Ministry of Tourism	Trina Joy Quesa		Female	
Ministry of Tourism	Deepa Girdari	Government Representative, Saint Lucia	Female	
Ministry of Tourism	Ashwin Kumar Seetaram	Government Representatives, Mauritius	Male	
Ministry of Tourism	Sharmila Narayanen		Female	
Organisation of Eastern Caribbean State (OECS, based in Saint Lucia)	Maria Fowell	Regional Stakeholder	Female	
World Travel & Tourism Council (WTTC)	Chris Imbsen	Global Partner	Male	
United Nations World Tourism Organisation (UNWTO)	Virginia Fernandez-Trapa	Global Partner	Female	
UNWTO	Cláudia Lisboa	Member of Expert Group	Female	

ANNEX IV. PROJECT BUDGET AND EXPENDITURES

Final Report - Financial Report

Project number	16_I_294_Global_M_Transforming Tourism Value Chains
Project title	Transforming tourism value chains in developing countries and Small Island Developing States (SIDS) to accelerate more resilient, resource efficient, low carbon development
Country/countries of implementation	The Philippines, Mauritius, the Dominican Republic, and the OECS Group (6 participating member states: Antigua & Barbuda, Dominica,
Grant Recipient	United Nations Environment Programme
Duration of project	01-Jan-2017 until 31-Dec-2022
Reporting period	01-Jan-2017 to 31-12-2022
Date	16-Oct-2023

		Financing plan: overview*	Target (in line with contract)	Actual (as at end of reporting period)	Remaining amount
		*Please note that the budget lines shown below are only an example and have to be adjusted to the finally approved financing plan. In doing so please mind the correct cell references of the formulas.	EUR	EUR	EUR
Α		Personnel	1,373,500	1,547,903	-174,403
В		Administratives	3,194,349	2,455,736	738,613
	В1	Rents	0	0	0
	В2	Items with an individual value of max. EUR 410.00/800.00**	0	0	0
	ВЗ	External services	291,120	83,422	207,698
	В4	Events	0	0	0
	В5	Travel	462,517	72,641	389,876
	В6	Subgrant(s) to Implementing Partner (IP)	2,440,712	2,299,673	141,039
С		Items and investments with an individual value over EUR 410.00/800.00**	0	0	0
D		Total A-C	4,567,849	4,003,639	564,210
E		Indirect expenditure	410,962	520,473	-109,511
F		Total	4,978,811	4,524,112	454,699
FI		Financing			
	FI1	Applicant's own funds		0	0
	FI2	External funding		0	0
	FI3	Revenue	0	0	0
	FI4	Third party grants	0	0	0
	FI5	IKI grant	4,978,811	4,524,112	454,699
		Total	4,978,811	4,524,112	454,699

^{**}For all Agreements dated after 10.08.2019, the value limit is EUR 800



Confirmation by the grant recipient

Concluded on: 31/12/2022

List of items covered by notification is enclosed

If own auditing institution is used, please add the certificate of auditing of financial report and statement of result:

Total income	4,978,811
Total expenditure	4,524,112
Cash balance/additional	
expenditure ¹⁾	454,699

I hereby confirm that the expenditure incurred was necessary, that funds were used in a thrifty and cost-effective manner and that the details provided correspond with the journals

Place, Date: Paris 16/10/2023

Authorised signatory:

Digitally signed by Fuaad Alkizim Fuaad Alkizim Date: 2023.10.16 Administrative Office: 04:45 +02'00'

(Name und position)

^{1/} Average conversion rate (EUR/USD) used is 0.8837

^{2/} Cash balance of US \$514,519 is available

ANNEX V. FINANCIAL MANAGEMENT

Table 16: Summary Assessment of TTVC's Financial Management

Fina	ancial Management Components	Rating	Evidence / Comments
1.	Adherence to UNEP's policies and procedures:	HS	Suitable systems, processes, and relationships between project's financial and project management were established and actively supported the alignment with UNEP's financial policies and procedures and met donor requirements.
sho adh	Any evidence that indicates shortcomings in the project's adherence ³³ to UNEP or donor policies, procedures or rules		Consistency with UN Financial and Administrative Framework and conditions for financial reporting of IKI-funded activities. At project level, evidence of timely approval, disbursement and regular analysis of expenditure versus budget/workplan was available. Total expenditure as at 31.12.2022 was USD 4,647,288 - which will fall well within the secured grant (EUR 4,978,811), following disbursement of costs for the terminal review and preparation of final project reports. At the time of this terminal review, it was expected that a remaining amount would be returned to the donor. The project is audited as part of UNEP's global financial management activities.
2.	Completeness of project financial information ³⁴	HS	Annual reporting fully met standards for completeness. There was close attention by the FMO and PM to the project's financial management.
Pro	vision of key documents to the	evaluato	r (based on the responses to A-H below)
A.	Co-financing and Project Cost tables at design (by budget line)	HS	The initial project did not expect to raise co-finance. Co-finance of USD 110,000 mentioned in relation to the December 2021 project revision (PIMS 02088). See Error! Reference source not found Was related to additional EF/ NFL funds related to the support to technical materials from IKI that were scale up at international level for instance the Glasgow Declaration and GTPI guidance documents during COVID where UNEP had a drafting role.
			Please note that additional finance was requested to upscale activities that were not originally in the frame of the project e.g the creation of GTPI. Those activities were not charged at the project. With regards to the proof of co-finance each one of the partners have
			recorded additional in-kind contributions directly on agreements.
В.	Revisions to the budget	Yes	UNEP provided additional funds of USD 100,419 in relation to the approved project revision (December 2021) to complement the IKI project activities. This action was documented in the project's financial reports to cover new activities to mitigate COVID-19 impacts (¶74).
C.	All relevant project legal agreements (e.g. SSFA, PCA)	Yes	Agreements (SSFAs) and deliverables throughout the course of implementation as well as final reports of contracted entities were provided for review. All was deemed to be in order.
D.	Proof of fund transfers	Yes	Proof of cash advances and payment requests were available for review.
E.	Proof of co-financing (cash and in-kind)	Yes	Implementing partners recorded additional in-kind contributions directly on PCAs; for example, PCEPSDI reported USD 23,765 in its Final Financial Report (22.04.2022 to 31.12.2022).
			As in-kind contributions (considered to be co-financing) reported from implementing partners tend to be an output-related activity, this accounting does not pass through UNEP's FMO as it is not a financial transaction; rather, it is documented on the project's programmatic side by the Project Manager.
F.	A summary report on project's expenditures during project's life (by budget lines, project components or annual)	Yes	Discussion with the FMO provided assurance that UNEP's financial system fully reflects the project's outputs (in the context of its Theory of Change) and accompanying work breakdown structure. Monthly and annual expenditure reports are available upon request. A sample report (for November 2022) was reviewed as evidence.

³³ If the evaluation raises concerns over adherence with policies or standard procedures, a recommendation maybe given to cover the topic in an upcoming audit, or similar financial oversight exercise.

 $^{^{\}rm 34}$ See also document 'Criterion Rating Description' for reference

G. Completed audit management res		
H. Other financial ir required for this		
Communication be finance and proje management staff	ct	There was a high level of awareness of, interest in, exchange and contact between the financial and project management sides of the project, who appeared united in using these dimensions to enhance project performance.
PM's level of awarenes project's financial status		PM understood regular analysis of actual expenditure against budget/workplan.
FMO's knowledge of pr progress/status when disbursements are done		Monthly expenditure reports produced by FMO for PM's review of planned budget, commitments, disbursements, remaining balance
Level of addressing/res financial management i between FMO and PM		Regular attention and exchange to ensure that requirements of the donor agreement are fulfilled, alongside the mandate given by UNEP.
FM0 and PM communion contact during preparate financial / progress reports	ion of	Regular exchange between FMO and PM regarding conditions for IKI-funded projects.
PM, FMO, and Task Ma responsiveness to finar requests during review	anager HS	FMO provided comprehensive information to address requests proactively provided additional evidence, following interview. PM also highly responsive and helpful.
Overall rating	нѕ	

ANNEX VI. BRIEF CV OF THE REVIEWER

Dr. Joyce Miller

Dir Goyde Millier						
Profession	Organisational Development Consultant, Resource Efficiency Programme Designer and Trainer, and Executive Leadership Coach					
Nationality	Swiss and Canadian					
Country experience	 Europe: Denmark, Germany, Montenegro, The Netherlands, Spain, Sweden, Switzerland, Turkey, United Kingdom Mashrek / Maghreb: Algeria, Egypt, Jordan, Lebanon, Morocco, Syria, Tunisia Africa: Ghana, Kenya, Liberia, Nigeria, Rwanda, South Africa, South Sudan, Tanzania, Uganda Americas: Canada, Colombia, Ecuador, Mexico, Peru, United States Asia: Bangladesh, China, India, Indonesia, Japan, Malaysia, Pakistan, Sri Lanka, Thailand, Vietnam 					
Education	 PhD in Economic Science (Organisational Learning, Stakeholder Dialogue, Innovation), Université de Lausanne/HEC, Switzerland (2008) Master Coach in Leadership and Communication, IDC Institute Genève, Switzerland (2010) Master of Business Administration (MBA), University of Western Ontario, Canada (1989) Intensive Training Course in Environmental Assessment and Management, University of Aberdeen, Scotland (1994) Honours Bachelor of Arts (Political Science and Administrative Studies), University of Waterloo, Canada (1986) 					

Short biography

Dr. Miller is an independent consultant and Founder/Director of the Swiss-based Capacity-Building Resource Exchange (CAPRESE) Sàrl, which supports the development of individual, team, and organisational capacities to create vision, mission, and strategy – and to implement change.

Key Specialties and Capabilities:

- Building capacities in individuals and organisations on Resource and Energy Efficiency, Circularity/Life Cycle, Chemical Management, Innovation; Program Design, Pedagogy, Training
- Strategy Consultancy; Leadership Development, Vocational Education; Organisational Assessment, Entrepreneurship, Business Development, Stakeholder Engagement

Selected Assignments and Experiences

- Developed Technical Paper for UNFCCC's Technology Executive Committee (TEC) and Policy Brief with recommendations to the COP to improve approach and operation of Financial Mechanism (GCF-Green Climate Fund; GEF-Global Environment Facility) in accelerating vulnerable countries' action to address their climate change challenges (2021-2022)
- Supported GIZ's Pro-Poor Growth and Promotion of Employment/Green Innovation Centre for Agriculture/Food Sector through design of Organisational Development training to equip Nigeria facilitators with content, skills, and process to carry out institutional strengthening (governance, management, team building) of local cooperation groups (2021-2022)

Selected Independent Evaluations:

- Evaluation of implementation of Operational Strategy 2106-2020 of Partnership for Action of Green Economy (PAGE), an inter-agency programme of UNEP, UNIDO, UNDP, ILO, and UNITAR (2023)
- Terminal Evaluation of BMZ-funded Economic Empowerment of Women in Green Industry (2022)
- Mid-Term Evaluation of EC-funded Promoting an Energy-Sustainable Palestinian industry (2022)
- Mid-Term Reviews for UNIDO/UN Habitat of GEF-funded Integrated Impact Approach to support Sustainable City Development in Malaysia (2020) and India (2021)
- Strategy Review for UNESCAP of inter-governmental cooperation platform with 6 Member States (China, Japan, Mongolia, South Korea, North Korea, Russian Federation) providing input to 2021-25 strategy for their North-East Asian Subregional Program of Environmental Cooperation (NEASPEC)
- Overall Effectiveness Evaluation of C&A Foundation (2019)
- Terminal Evaluations for UNIDO of GEF-funded Global Cleantech Innovation Programme projects in Turkey, Pakistan, South Africa (2018-2019), Thailand (2020), Ukraine (2023)
- Terminal Evaluation for UNEP of Eco-Innovation Project (2017)
- Mid-Term Review of UNIDO/UNEP Resource Efficient Cleaner Production Programme (2015)

ANNEX VII. REVIEW TOR (WITHOUT ANNEXES)

Terminal review of 'Transforming tourism value chains in developing countries and Small Island Developing States (SIDS) to accelerate more resource efficient, low carbon development'

IKI project number: 16_I_294_Global_M_Transforming Tourism Value Chains

Contributing to UNEP projects:

'Capacity Building for Promoting Sustainable Tourism Policies, Strategies and Management Tools on Resource Efficiency and Consumer Choices'

UNEP PIMS ID: 0160

And

'Implementing Sustainable Policies, Strategies and Management Tools on Resource

Efficiency in Tourism Value Chains'

UNEP PIMS ID: 02088

Section 1: PROJECT BACKGROUND AND OVERVIEW

UNEP PIMS ID	02088 and 0160						
Project Title	Implementing Sustainable Policies, Strategies and Management Tools on Resource Efficiency in Tourism Value Chains Transforming Tourism Value Chains in Developing Countries and Small Island Developing States (SIDS) to Accelerate More Resource Efficient, Low Carbon Development (TTVC)						
Implementing Partners	Institution Philippine Center for Environmental Protection and Sustainable Development, Inc. (PCEPSDI) Asociación de Hoteles Playa Dorada Travel Foundation Waste and Resources Action Programme (WRAP) World Travel & Tourism Council (WTTC) UNEP-DTU Partnership (DTU CCC) Equality in Tourism Surray University Geographic Responsibility Philippines Dominican Republic Mauritius and Saint Lucia Global Partner Global Partner Global Partner Global Partner Global Partner						
Most relevant SDGs and targets	Surrey University SDG 12 - Responsible Consumption and Production Target 12.6: Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle Target 12.b: Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products Target 12.3: By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses SDG 13 - Climate Change Target 13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning SDG 14 - Conserve and Sustainably Use the Oceans, Seas and Marine Resources for Sustainable Development Target - 14.1 - By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution						
Relation to UNEP Mid-Term Strategy (MTS) Programme of	MTS 2018 to 2021 With the Project Revision approved in 2021, this project also supports UNEP's MTS 2022 to 2025 For People and Planet						
Work (PoW) and their Direct Outcomes:	PoW 2020-2021: 1.4 Sectoral partnerships and access to technologies for decarbonization, dematerialization and resilience are enhanced. 1.6 The private sector and financial markets apply sustainability and climate-friendly standards and norms as core values of the economy. By Weepon 2020.						
	PoW 2022-2023: 1.1 Policymaking and decision-making for climate action are informed by the latest science-based analysis and data generation.						

3.6 Resource efficiency and circularity in key sectors are improved							
Sub-programmes	PoW 2020-2021 > SP6 Resource Efficiency Subprogramme > SP1 Climate Change Subprogramme PoW 2022-2023 > SP1 Climate Change > SP5 Chemicals and Pollution > SP6 Enabling SP Finance and Economic Transformations	Expected Accomplishments (EAs):	Regarding SP6 RE: EA (b): Public, private and financial sectors increasingly adopt and implement sustainable management frameworks and practices. Regarding SP1 CC: EA 2b) Countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies				
	PoW 2020-2021 > SP6 Resource Efficiency Subprogramme > SP1 Climate Change Subprogramme	Contribution to indicator of EAs	SP6 RE EA b (ii): The number of public and private sector partners that adopt sustainable management policies and practices, with UNEI support SP1 CC EA b (i) The number of countries supported by UNEP that make progress in adopting and/or implementing low greenhouse gas emission development plans, strategies and/or policies				
	PoW 2020-2021 > SP6 Resource Efficiency Subprogramme > SP1 Climate Change Subprogramme	Contribution to outputs	SP6 RE (b) Output 3: Technical and policy guidance provided to united nations entities, governments and tourism stakeholders to develop, adapt, and implement policies, guidelines and standards on more sustainable tourism practices SP1 CC (b) Output 3- Technical support provided to countries to develop tools, plans and policies for low emission development				
Coverage - Countries	Dominican Republic, Mauritius, Philippines, Saint Lucia	Coverage - Regions:	Asia Pacific, Africa, Latin Caribbean (LAC)	n America and the			
UNEP approval date:	June 2013						
Expected start date:	1 January 2017	Actual start date:	1 January 2017				
Planned completion date:	31 December 2020	Actual completion date:	31 December 2022				
Planned total project budget at approval	Source of funds: IKI EUR 4,978,811						
# of project revisions:	2	Date of last approved project revision:	Two extensions were granted: until 30 September 2021 and subsequently, until 31 December 2022				
# of Steering Committee meetings:	N/A	Steering Committee meetings:	Last: N/A Next: N/A				
Mid-Term Review planned:	February 2019	Mid-term Review (actual):	February 2019				
Terminal Evaluation planned:	July - December 2022	Terminal Review (actual):	October 2022-February 2023				
Previous project phase:	N/A	Future project phases:	N/A				

Source: UNEP Project Documents PIMS 0160 and 02088, approved by UNEP in June 2013 and June 2020, respectively

1. **I. Project Rationale and Starting Situation**³⁵ Over the past six decades, the global tourism sector has become one of the largest and fastest growing economic sectors, contributing 10% to global GDP, 29% of global service exports, 7% of overall exports of goods and services and providing 1 in every 10 jobs. UNWTO reports that international tourist arrivals, which reached 1.1 billion in 2014, will reach 1.8 billion by 2030. This rapid growth and expansion has had major impacts

³⁵ Grey =Info to be added

related to depletion of natural resources, particularly water, energy and land, whilst expanding tourism value chain operations. Overall, the sector contributes 5% to global GHG emissions and at current consumption rates in 'business-as-usual' models, it is projected to double GHG emissions, water and energy consumption by 2050.

- 2. The tourism sector in the target countries is important economically. For developing countries like the Philippines and the Dominican Republic, it is a key economic development pillar that promises contributions to sustainable growth, jobs, technology adoption and investment, among other priorities. For SIDS such as Mauritius and St Lucia, who are among the smallest of SIDS, tourism is the dominant sector, accounting for 25% - 60% of GDP and jobs, with leading targets for investment, employment and growth.
- 3. SIDS through groupings such as AOSIS and Group of 77 were especially successful in highlighting their special circumstances of geographically small size and high vulnerability to climate risks in the 2015 Paris Agreement, and the urgency of limiting global warming to between 2°C and 1.5°C.
- 4. Efforts at accomplishing mitigation and adaptation commitments in countries are constrained by data that is held at discreet sources e.g., hotels, or that is unverifiable or incomparable, among other issues. National emissions inventories in project countries where they exist, lack disaggregated GHG emissions baselines for the tourism sector, aggregating emissions data instead under energy, transport and other sectors.
- 5. Generally, and except for a few hotels, resource efficiency accounting and reporting is also not yet widespread across the tourism value chain. Hence, mapping the scope and scale of the most important value chains, a relatively new approach for the tourism sector, will fill a major gap for a much-needed baseline of verifiable, consistent GHG emissions and resource efficiency. This will, however, require mature levels of cooperation and collaboration between the tourism public & private sectors.
- 6. The 3 value chains targeted in the project (accommodation, food & beverage and meetings/incentives/conferences/events or MICE) were assumed and confirmed to share the highest volume of transactions. This assumption was reinforced by the resource consumption projections of the UNEP Green Economy Report (2010) for tourism under the 'business-as-usual' scenario. The report projected that at current sectoral growth rates, consumption of energy would increase by 154%, GHG emissions by 131% and water consumption by 152%!
- 7. The baseline has therefore established as the starting point for the project and as a first deliverable to provide the basis for setting project targets, building consensus and joint actions that over the long-term, will also facilitate the transformation of tourism value chains. The first action was a value chain mapping exercise that facilitated study and analysis of 'hotspots' of GHG emissions and wasteful resource use. Other benefits relate to the strengthening of decision-making, the enabling of policy recommendations and identifying least cost options actions which will all serve to accomplish the overall project goal.
- 8. Introducing life cycle approaches to the tourism value chain analysis has also ensured that the focus remains on activities that yield the highest reductions in GHG emissions overall, including the indirect SCP related actions in the value chain. These assumptions have been tested primarily in the Philippines and the Dominican Republic because of the scale of tourism operations in these countries, the availability of supporting climate and SCP policies already in place and the likelihood of achieving significant impact from proposed project activities. Moreover, there is also alrea
- 9. dy a high level of partnership between the tourism public and private sectors in these 2 countries, on which the project could centre its implementing strategy.
- 10. For the smallest SIDS, i.e. Mauritius and St. Lucia, because of their limited capacity, vulnerabilities and challenges, project activities sought to recommend policy imperatives, build local capacity, identify and encourage opportunities for achieving NDC commitments and higher levels of efficiency.

II. Project Results Framework

The project's **goal** was to reduce GHG emissions and improving resource efficiency in key tourism sector value chains with high resource use i.e. accommodation, food & beverage, and meetings, incentives, conferences and events (MICE).

The project's main **target group** were **tourism value chain businesses** supported **by governments** to adopt strategies, policies, and approaches to reduce and monitor GHG emissions, pollution and improve resource efficiency in the tourism sector.

The project's **outcome** was "to improve the tourism sector's capacity to mitigate GHG emissions, improve resource efficiency and to drive sustainable consumption and production patterns in tourism value chains"

<u>Proposed measures and approach:</u> The outcome was to be achieved through the delivery of five outputs:

Output 1: Tourism Value Chains and Policy Environment with analyzed barriers and opportunities.

Output 2: Prioritized actions for GHG emissions reduction and SCP measures from the value chain hotspots analyses.

Output 3: Life cycle-based emissions reduction and resource efficiency action framework with specific indicators for mitigation and SCP priorities.

Output 4: Improved local institutional and networking support capacity.

Output 5: Knowledge products and project results disseminated to regional networks.

The **long-term impact** is ultimately, that the project will support decoupling of tourism growth from carbon emissions and assist the Philippines' and the Dominican Republic to achieve their NDC objectives. The project will also close gaps related to the tourism sector's contribution to GHG emissions reduction in line with NDC targets. Over the longer term, these actions will strengthen the tourism sector's capacity for evidence-based decision-making and the mitigation of GHG emissions, and improve resource efficiency in tourism value chain operations. These results are important for complying with the Paris Agreement and the 2030 Sustainable Development Agenda.

III. Executing Arrangements

The UNEP Tourism Programme in the Economy Division was to provide co-ordination, management, monitoring, supervision and evaluation of the implementation of the project, with a dedicated project manager for the project implementation.

Implementation partners were identified, i.e. the Philippine Center for Environmental Protection and Sustainable Development, Inc. (PCEPSDI) for the Philippines, the Asociación de Hoteles Playa Dorada for the Dominican Republic, and the Travel Foundation for Mauritius and St Lucia. Technical assistance for national hotspots analysis in the project countries, methodological development of a GHG emissions and Resource Efficiency tool, and capacity building were supported by the Waste & Resources Action Programme (WRAP) and the UNEP Copenhagen Climate Centre.

The Regional Offices of Latin America and the Caribbean provides a key role in the coordination of the project in the Dominican Republic and St. Lucia. They were also to assist with the identification of potential sources of funding and key stakeholders in the countries so as strengthen the south-south co-operation as well as regional and local capacities.

Four national strategic advisory groups (STAG) were also set up to provide strategic guidance to the overall management and implementation of the project and made up of key national stakeholders, as well as an international expert group through which the project sought to bring together the expertise across the multiple topics relevant for the project, which include the Tourism industry, Climate Change, Resource Efficiency, and Monitoring and Reporting Schemes.

Project Cost and Financing

The total estimated project cost at design was USD 4,978,811 from IKI. The table below, taken from the annual financial report, shows the funding sources in USD.

UNEP will provide a summary budget report for the analysis of the consultant.

Project title: UNEP Ref: (M/S-grant, cost center and WBSE and BAC)

REAL: Resource Efficiency through Application of Life cycle thinking M1-32ECL-000008, 11266, SB-000939; SB-009104

01/10/2015 31/12/2020

Project Duration:

Activities (insert as many components as needed)	Total Budget (all Years) EUR.	Total Expenditures	Variance as of Dec'20			ther Perso FT30_010	onnel Cos	its			ectual Ser FT30_120			Ор	•	nd Other [FT30_125		sts
	EUK.	as of Dec'20	Dec 20	2016	2017	2018	2019	2020	2016	2017	2018	2019	2020	2016	2017	2018	2019	2020
				Exp	Exp	Exp	Exp	Exp	Exp	Exp	Exp	Exp	Exp	Exp	Exp	Exp	Exp	Exp
Component 1: Life Cycle Assessment Data Accessibility	678,358	720,286	-41,928	98,939	117,009	-28,221	66,256	93,945	91	14,538	1,111			169	2,679	42		
Component 2: Life Cycle Capacity Development	757,027	697,952	59,075	98,939	118,536	-28,221	66,256	93,945	91	14,538	1,111	3,172	35,568	169	2,679	42	5,740	8,763
SUB-TOTAL: DIRECT ELIGIBLE COSTS	1,435,385	1,418,239	17,146	197,878	235,545	-56,442	132,512	187,889	182	29,076	2,223	3,172	35,568	339	5,357	83	5,740	8,763
Indirect costs (7% of total direct eligible costs)	100,477	99,277	1,200	13,851	16,488	-3,951	9,276	13,152	13	2,035	156	222	2,490	24	375	6	402	613
GRAND TOTAL: ELIGIBLE COSTS	1 535 862	1 517 515	18 347	211.730	252.033	-60.393	141.788	201.041	195	31.112	2.378	3.394	38.058	363	5.732	89	6.142	9.376

UNEP/MEA and other donor co-financing to ENRTP-GPGC project (EUR): (lumpsum amount)

Implementation Issues

The tables below highlight various risks identified during project implementation and mitigation measures taken.

1. Project Outcome	Outcome risks	Mitigation Measures
Governments and value chain businesses adopt strategies, policies and approaches to reduce and monitor GHG emissions, pollution and improve resource efficiency in the tourism sector	1) The Covid-19 virus has evolved from its first detection in December 2019, to one of the most acute, recent threats to the global travel and tourism industry. It is expected the Covid-19 will affect all pilot countries. Local partners have mentioned health and safety discussions among the tourism value chain professional has polarised resources and attention of managers. This may disrupt the timeline for project implementation, capacity building, and business engagement for data collection Collaboration with UNWTO and ILO are established to provide guidance and information to the accommodation value chain businesses.	All project partners have received communication materials on how to prevent the outbreak, and data collection will take into consideration the evolution of the national situations. Capacity building events for the 2021 and 2022 whereas possible will take place virtually or have hybrid formats. Timelines for some activities have been re-discussed with donors to accommodate the outbreak impacts on timelines and budgets. The country implementation plans, and activities will consider impacts of COVID 19.
	Inadequate funding both internally and externally to implement components of the project	Through proper engagement using existing and accessing new networks, fund mobilisation though the development of funding proposals to be given priority.
	3) National climate change authorities that manage national inventories are not collaborating on the disaggregation of emissions data for the tourism sector.	The climate change authorities are already part of the national project coordinating and partner teams.
	Tourism value chain businesses do not integrate project recommendations as it does not	

make	business	sense	organised with businesses and business associations
	te sector does no ted emissions a		The value chain businesses that will be short-listed for participation in the project will be evaluated based on performance criteria, willingness to commit and their historical activities in sustainable development. In addition, participating business will be required to sign agreements confirming the agreed project actions and performance targets.
adopting ar	nd implementing age and incentiv	policies,	The project will support and facilitate dialogue and consensus building throughout its duration between the sectors, reducing conflict with credible, workable and cost-effective solutions.

2. Project Outputs	Output risks	Mitigation Measures
a) Information and knowledge management tools on key environmental hotspots and impacts in the tourism sector developed and shared with key stakeholders	1) Tourism value chain businesses do not integrate project recommendations as priorities have shifted to health and hygiene concerns 2) Public sector leadership is not adopting and implementing policies, to encourage and incentivize the private sector to act.	1) Business cases, toolkits and recommendations will be developed to provide the benefits to implement project recommendations, and frequent dialogues and technical meeting organized with businesses and business associations 2) The project will support and facilitate global dialogue on climate change and circularity to steer leadership and promote frontrunners in high level events
b) Technical assistance provided to businesses and governments in the four selected countries to integrate SCP/RE in tourism value chains and adopt circularity in the use of plastic	1) Tourism value chain businesses do not integrate project recommendations as priorities have shifted to health and hygiene concerns 2) The private sector does not accept the integrated emissions and SCP framework	1) Business cases, toolkits and recommendations will be developed to provide the benefits to implement project recommendations, and frequent dialogues and technical meeting organised with businesses and business associations 2) The value chain businesses that will be short-listed for participation in the project will be evaluated based on performance criteria, willingness to commit and their historical activities in sustainable development.
	3) Private sector does not feel compelled to report	The project will develop a specific training on sustainability reporting, and its benefits.
c) Governments and businesses' knowledge on best practices, available resources and tools to monitor tourism sector performance are enhanced	Private sector does not submit data reports to verify GHG and resource efficiency improvements	Enhanced technical assistance with local partners is planned to collect data at the business's location

This project has a grant from IKI that straddles two PIMS projects, 01607 (2013-2019) and 623.5 (2020-2021). A midterm evaluation was made in 2019, and lessons learned and recommendations of the project 01607 were taken into consideration when developing in the project 623.5.

The project had one no cost extension approved on 8 December 2021 to extend the project from September 2021 to September 2022 given the implementation challenges of the COVID-19 pandemic. A second project extension was granted and extended the project duration until December 2022.

Section 2. OBJECTIVE AND SCOPE OF THE REVIEW

IV. Objective of the Review

In line with the UNEP Evaluation Policy³⁶ and the UNEP Programme Manual³⁷, the Terminal Review (TR) is undertaken at operational completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The Review 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 WRAP, DTU CCC, Philippine Center for Environmental Protection and Sustainable Development, Inc. (PCEPSDI), Asociación de Hoteles Playa Dorada, Travel Foundation, Positive Impact Events, Equality in Tourism, Surrey University. Therefore, the Review will identify lessons of operational relevance for future project formulation and implementation, especially for future phases of the project, where applicable.

V. Key Review principles

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

The "Why?" Question. As this is a Terminal Review and a follow-up project is likely envisaged for the future, particular attention will be given to learning from the experience. Therefore, the "why?" question should be at the front of the consultant(s)' minds all through the review exercise and is supported using a theory of change approach. This means that the consultant(s) need to go beyond the assessment of "what" the project performance was and make a serious effort to provide a deeper understanding of "why" the performance was as it was (i.e. what contributed to the achievement of the project's results). This should provide the basis for the lessons that can be drawn from the project.

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

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³⁶ https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies

³⁷ https://wecollaborate.unep.org

a strong causal narrative, although not explicitly articulated, can be inferred by the chronological sequence of events, active involvement of key actors and engagement in critical processes.

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

6. Key Strategic Questions

<u>In addition to the review criteria</u> outlined in Section 10 below, the Review will address the **strategic questions**³⁸ listed below (no more than 3 questions are recommended). These are questions of interest to UNEP and to which the project is believed to be able to make a substantive contribution:

- (a) To what extent and in which ways have national level UN and other national level development organizations been involved in project implementation and what role can they be expected to play in sustaining the results achieved through the project at country level?
- (b) (Where relevant) What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance? To which extent has Covid-19 led to significant deviations and adjustments to the project concept and intervention logic in comparison to original project planning? If relevant, which measures were carried out differently from the original project planning and which results were achieved thereby?

VII. Review Criteria

All review criteria will be rated on a six-point scale. Sections A-I below, outline the scope of the review criteria. The set of review criteria are grouped in nine categories: (A) Strategic Relevance; (B) Quality of Project Design; (C) Nature of External Context; (D) Effectiveness, which comprises assessments of the availability of outputs, achievement of outcomes and likelihood of impact; (E) Financial Management; (F) Efficiency; (G) Monitoring and Reporting; (H) Sustainability; and (I) Factors Affecting Project Performance.

Annex 1 of these Terms of Reference provides a table with a list of various tools, templates and guidelines that can help Review Consultant(s) to follow a thorough review process that meets all of UNEP's needs.

A. Strategic Relevance

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

³⁸ The strategic questions should <u>not</u> duplicate questions that will be addressed under the standard review criteria described in section 10.

1. Alignment to the UNEP's Medium-Term Strategy³⁹ (MTS), Programme of Work (POW) and Strategic Priorities

The Review should assess the project's alignment with the MTS and POW under which the project was approved and include, in its narrative, reflections on the scale and scope of any contributions made to the planned results reflected in the relevant MTS and POW. UNEP strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building⁴⁰ (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology and knowledge between developing countries.

2. Alignment to Donor/Partner Strategic Priorities

Donor strategic priorities will vary across interventions. The Review will assess the extent to which the project is suited to, or responding to, donor priorities. In some cases, alignment with donor priorities may be a fundamental part of project design and grant approval processes while in others, for example, instances of 'softly-earmarked' funding, such alignment may be more of an assumption that should be assessed. UNEP will provide a five-page Results Monitoring Report Summary outlining how the IKI requirements have been met for review, evaluation, and revision of the review consultant.

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

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

4. Complementarity with Relevant Existing Interventions/Coherence⁴¹

An assessment will be made of how well the project, either at design stage or during the project inception or mobilization⁴², took account of ongoing and planned initiatives (under the same subprogramme, other UNEP sub-programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups. The Review will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Examples may include work within UNDAFs or One UN programming. Linkages with other interventions should be described and instances where UNEP's comparative advantage has been particularly well applied should be highlighted.

Factors affecting this criterion may include:

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

B. Quality of Project Design

The quality of project design is assessed using an agreed template during the review inception phase. Ratings are attributed to identified criteria and an overall Project Design Quality rating is established.

⁴¹ This sub-category is consistent with the new criterion of 'Coherence' introduced by the OECD-DAC in 2019.

³⁹ UNEP's Medium Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes. https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents

 $^{^{\}rm 40}$ http://www.unep.fr/ozonaction/about/bsp.htm

⁴² 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.

The complete Project Design Quality template should be annexed in the Review Inception Report. Later, the overall Project Design Quality rating⁴³ should be entered in the final review ratings table (as item B) in the Main Review Report and a summary of the project's strengths and weaknesses at design stage should be included within the body of the Main Review Report.

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

- · Stakeholders participation and cooperation
- Responsiveness to human rights and gender equity

C. Nature of External Context

At review inception stage a rating is established for the project's external operating context (considering the prevalence of conflict, natural disasters and political upheaval⁴⁴). This rating is entered in the final review ratings table as item C. Where a project has been rated as facing either an *Unfavourable* or *Highly Unfavourable* external operating context, and/or a negative external event has occurred during project implementation, the ratings for Effectiveness, Efficiency and/or Sustainability may be increased at the discretion of the Review Consultant and Project Manager together. A justification for such an increase must be given.

D. Effectiveness

i. Availability of Outputs⁴⁵

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

Factors affecting this criterion may include:

- Preparation and readiness
- Quality of project management and supervision⁴⁶

ii. Achievement of Project Outcomes⁴⁷

The achievement of project outcomes is assessed as performance against the outcomes as defined in the reconstructed 48 Theory of Change. These are outcomes that are intended to be achieved by the end of the project timeframe and within the project's resource envelope. Emphasis is placed on the

⁴³ In some instances, based on data collected during the review process, the assessment of the project's design quality may change from Inception Report to Main Review Report.

⁴⁴ 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. From March 2020 this should include the effects of COVID-19.

⁴⁵ Outputs are the availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities and awareness of individuals or within institutions (UNEP, 2019)

⁴⁶ In some cases 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the executing agency and the technical backstopping provided by UNEP.

⁴⁷ Outcomes are the use (i.e. uptake, adoption, application) of an output by intended beneficiaries, observed as changes in institutions or behavior, attitude or condition (UNEP, 2019)

⁴⁸ UNEP staff are currently required to submit a Theory of Change with all submitted project designs. The level of 'reconstruction' needed during an review will depend on the quality of this initial TOC, the time that has lapsed between project design and implementation (which may be related to securing and disbursing funds) and the level of any changes made to the project design. In the case of projects pre-dating 2013 the intervention logic is often represented in a logical framework and a TOC will need to be constructed in the inception stage of the review.

achievement of project outcomes that are most important for attaining intermediate states. As with outputs, a table can be used to show where substantive amendments to the formulation of project outcomes is necessary to allow for an assessment of performance. The Review should report evidence of attribution between UNEP's intervention and the project outcomes. In cases of normative work or where several actors are collaborating to achieve common outcomes, evidence of the nature and magnitude of UNEP's 'substantive contribution' should be included and/or 'credible association' established between project efforts and the project outcomes realised. The review should specifically report evidence on the achievement of the quantitative outcomes, as well as on quantitative project success(es) not captured in the project specific indicators, and qualitative information of other changes on output or outcome level to which the project contributed in addition to the quantitative outputs. The review report should also consider any co-benefits that the project contributed to as well as any other unintended positive effect and cooperation that become apparent in the course of the project.

Factors affecting this criterion may include:

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

iii. Likelihood of Impact

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

The Review will also consider the likelihood that the intervention may lead, or contribute to, unintended negative effects (e.g. will vulnerable groups such as those living with disabilities and/or women and children, be disproportionally affected by the project?). Some of these potential negative effects may have been identified in the project design as risks or as part of the analysis of Environmental and Social Safeguards.

The Review will consider the extent to which the project has played a <u>catalytic role⁴⁹ or has promoted scaling up and/or replication</u> as part of its Theory of Change (either explicitly as in a project with a demonstration component or implicitly as expressed in the drivers required to move to outcome levels) and as factors that are likely to contribute to greater or long-lasting impact.

Ultimately UNEP and all its partners aim to bring about benefits to the environment and human well-being. Few projects are likely to have impact statements that reflect such long-lasting or broad-based changes. However, the Review will assess the likelihood of the project to make a substantive contribution to the long-lasting changes represented by the Sustainable Development Goals, and/or the

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⁴⁹ The terms catalytic effect, scaling up and replication are inter-related and generally refer to extending the coverage or magnitude of the effects of a project. <u>Catalytic effect</u> is associated with triggering additional actions that are not directly funded by the project – these effects can be both concrete or less tangible, can be intentionally caused by the project or implied in the design and reflected in the TOC drivers, or can be unintentional and can rely on funding from another source or have no financial requirements. Scaling up and Replication require more intentionality for projects, or individual components and approaches, to be reproduced in other similar contexts. <u>Scaling up</u> suggests a substantive increase in the number of new beneficiaries reached/involved and may require adapted delivery mechanisms while <u>Replication</u> suggests the repetition of an approach or component at a similar scale but among different beneficiaries. Even with highly technical work, where scaling up or replication involves working with a new community, some consideration of the new context should take place and adjustments made as necessary.

intermediate-level results reflected in UNEP's Expected Accomplishments and the strategic priorities of funding partner(s).

Factors affecting this criterion may include:

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

E. Financial Management

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

Factors affecting this criterion may include:

- Preparation and readiness
- Quality of project management and supervision

F. Efficiency

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

Focusing on the translation of inputs into outputs, cost-effectiveness is the extent to which an intervention has achieved, or is expected to achieve, its results at the lowest possible cost. Timeliness refers to whether planned activities were delivered according to expected timeframes as well as whether events were sequenced efficiently. The Review will also assess to what extent any project extension could have been avoided through stronger project management and identify any negative impacts caused by project delays or extensions. The Review will describe any cost or time-saving measures put in place to maximise results within the secured budget and agreed project timeframe and consider whether the project was implemented in the most efficient way compared to alternative interventions or approaches.

The Review will give special attention to efforts made by the project teams during project implementation to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities⁵⁰ with other initiatives, programmes and projects etc. to increase project efficiency.

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

Factors affecting this criterion may include:

• Preparation and readiness (e.g. timeliness)

⁵⁰ Complementarity with other interventions during project design, inception or mobilization is considered under Strategic Relevance above.

- Quality of project management and supervision
- Stakeholders participation and cooperation

G. Monitoring and Reporting

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

i. Monitoring Design and Budgeting

Each project should be supported by a sound monitoring plan that is designed to track progress against SMART⁵¹ results towards the achievement of the project's outputs and outcomes, including at a level disaggregated by gender, marginalisation or vulnerability, including those living with disabilities. In particular, the Review will assess the relevance and appropriateness of the project indicators as well as the methods used for tracking progress against them as part of conscious results-based management. The Review will assess the quality of the design of the monitoring plan as well as the funds allocated for its implementation. The adequacy of resources for Mid-Term and Terminal Evaluation/Review should be discussed, where applicable.

ii. Monitoring of Project Implementation

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

iii. Project Reporting

UNEP has a centralised Project Information Management System (PIMS) in which project managers upload six-monthly progress reports against agreed project milestones. This information will be provided to the Review Consultant(s) by the Project Manager. Some projects have additional requirements to report regularly to funding partners, which will be supplied by the project team. The Review will assess the extent to which both UNEP and donor reporting commitments have been fulfilled. Consideration will be given as to whether reporting has been carried out with respect to the effects of the initiative on disaggregated groups.

Factors affecting this criterion may include:

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

H. Sustainability

Sustainability⁵² is understood as the probability of the benefits derived from the achievement of project outcomes being maintained and developed after the close of the intervention. The Review will identify and assess the key conditions or factors that are likely to undermine or contribute to the endurance of achieved project outcomes (i.e. 'assumptions' and 'drivers'). Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. Where applicable an assessment of bio-physical factors that may affect the sustainability of direct outcomes may also be

⁵¹ SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.

⁵² As used here, 'sustainability' means the long-term maintenance of outcomes and consequent impacts, whether environmental or not. This is distinct from the concept of sustainability in the terms 'environmental sustainability' or 'sustainable development', which imply 'not living beyond our means' or 'not diminishing global environmental benefits' (GEF STAP Paper, 2019, Achieving More Enduring Outcomes from GEF Investment)

included. The review report should include a description of the utilization of the project results, including following points: Has a strategy for the sustainability of project effects (exit strategy) been developed and implemented? To what extent were local partners involved? To what extent did the project ensure that stakeholders can use the project results and products after the end of the project? Will other actors and stakeholders build on the successes of the project and continue the work undertaken by the project? Are there risks with regards to the sustainability of the project?

i. Socio-political Sustainability

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

ii. Financial Sustainability

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

iii. Institutional Sustainability

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

Factors affecting this criterion may include:

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

I. Factors Affecting Project Performance and Cross-Cutting Issues

(These factors are rated in the ratings table but are discussed within the Main Review Report as crosscutting themes as appropriate under the other review criteria, above. If these issues have not been addressed under the Review Criteria above, then independent summaries of their status within the reviewed project should be given in this section)

i. Preparation and Readiness

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

arrangements. (Project preparation is included in the template for the assessment of Project Design Quality).

ii. Quality of Project Management and Supervision

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

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

iii. Stakeholder Participation and Cooperation

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

iv. Responsiveness to Human Rights and Gender Equality

The Review will ascertain to what extent the project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People. Within this human rights context the Review will assess to what extent the intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment⁵³.

The report should present the extent to which the intervention, following an adequate gender analysis at design stage, has implemented the identified actions and/or applied adaptive management to ensure that Gender Equality and Human Rights are adequately taken into account. In particular the Review will consider to what extent project design, implementation and monitoring have taken into consideration: (i) possible inequalities (especially those related to gender) in access to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (especially women, youth and children and those living with disabilities) to environmental degradation or disasters; and (iii) the role of disadvantaged groups (especially women, youth and children and those living with disabilities) in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation.

v. Environmental and Social Safeguards

UNEP projects address environmental and social safeguards primarily through the process of environmental and social screening at the project approval stage, risk assessment and management

⁵³ The Evaluation Office notes that Gender Equality was first introduced in the UNEP Project Review Committee Checklist in 2010 and, therefore, provides a criterion rating on gender for projects approved from 2010 onwards. Equally, it is noted that policy documents, operational guidelines and other capacity building efforts have only been developed since then and have evolved over time. https://wedocs.unep.org/bitstream/handle/20.500.11822/7655/-

 $Gender_equality_and_the_environment_Policy_and_strategy-$

 $²⁰¹⁵ Gender_equality_and_the_environment_policy_and_strategy.pdf.pdf? sequence = 3\&isAllowed = yallowed = ya$

(avoidance, or mitigation of potential environmental and social risks and impacts associated with project and programme activities. The Review will confirm whether UNEP requirements⁵⁴ were met to: review risk ratings on a regular basis; monitor project implementation for possible safeguard issues; respond (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and report on the implementation of safeguard management measures taken. UNEP requirements for proposed projects to be screened for any safeguarding issues; for sound environmental and social risk assessments to be conducted and initial risk ratings to be assigned, are reviewed above under Quality of Project Design). The review report should analyse in this context also following points: i) Which of the planned safeguards measures were implemented during the project period to avoid or mitigate adverse impacts? ii) How is the success of these measures judged in avoiding or mitigating negative impacts? Were the objectives achieved? iii) Did the project comply with the performance standard? Where did challenges or even potentially violations of the performance standard occur? If yes, please explain the nature and severity of the violations. iv) Did the risk category of the Performance Standard change during the project period and why?

The Review will also consider the extent to which the management of the project <u>minimised UNEP's</u> environmental footprint.

vi. Country Ownership and Driven-ness

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

vii. Communication and Public Awareness

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

Section 3. REVIEW APPROACH, METHODS AND DELIVERABLES

The Terminal Review will be an in-depth review using a participatory approach whereby key stakeholders are kept informed and consulted throughout the review process. Both quantitative and qualitative review methods will be used as appropriate to determine project achievements against the expected outputs, outcomes and impacts. It is highly recommended that the consultant(s) maintains

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⁵⁴ For the review of project concepts and proposals, the Safeguard Risk Identification Form (SRIF) was introduced in 2019 and replaced the Environmental, Social and Economic Review note (ESERN), which had been in place since 2016. In GEF projects safeguards have been considered in project designs since 2011.

close communication with the project team and promotes information exchange throughout the review implementation phase in order to increase their (and other stakeholder) ownership of the review findings. Where applicable, the consultant(s) should provide a geo-referenced map that demarcates the area covered by the project and, where possible, provide geo-reference photographs of key intervention sites (e.g. sites of habitat rehabilitation and protection, pollution treatment infrastructure, etc.)

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

- A desk review of: Relevant background documentation, inter alia: UNEP MTS 2018 2021, 2022-2025 and POWs 2016-17, 2018-19, 2020-21, 2021-2022, 10 YFP; IKI funding information available at https://www.international-climate-initiative.com/en/about-the-iki/iki-funding-instrument.
- Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), the logical framework and its budget;
- Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes of STAG and expert group, relevant correspondence and any other monitoring materials etc.;
- Project deliverables, including but not limited to capacity buildings, RE and GHG emissions tool, GHG and RE performance reports, National Roadmaps in Dominican Republic and Philippines and Actions plans in St Lucia and Mauritius, publications, conferences, skill surveys, knowledge products, campaigns,
- Mid-Term Review or Mid-Term Evaluation of the project;
- Evaluations/Reviews of similar projects.
- (a) Interviews (individual or in group) with:
- UNEP Project Manager (PM);
- Project management team where appropriate;
- UNEP Fund Management Officer (FMO);
- Sub-Programme Coordinator;
- Project partners, including WRAP, UNEP CCC, Travel Foundation, Philippine Center for Environmental Protection and Sustainable Development, Inc. (PCEPSDI), Associación de Hoteles Playa Dorada, Equity in Tourism, Positive Impact Events, Surrey University.
- Relevant resource persons.
- Representatives from civil society and specialist groups (such as women's, farmers and trade associations etc).
- Surveys as deemed necessary, and designed and outlined during the Inception phase of the terminal evaluation.
- It is anticipated that participation to to the final project end conference in the Dominican Republic is required. UNEP will cover the travel costs involved.
- Other data collection tools as deemed necessary, and designed during the inception phase of the terminal evaluation to collect data in the absence of field visits, including use of virtual platforms.

Review Deliverables and Review Procedures

The Review Consultant will prepare:

- Inception Report: (see Annex 1 for a list of all templates, tables and guidance notes) containing an assessment of project design quality, a draft reconstructed Theory of Change of the project, project stakeholder analysis, review framework and a tentative review schedule.
- 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, act as a means
 to ensure all information sources have been accessed and provide an opportunity to verify
 emerging findings.
- Draft and Final Review Report and Results Monitoring Report Summary: containing an
 executive summary that can act as a stand-alone document; detailed analysis of the review
 findings organised by review criteria and supported with evidence; lessons learned and
 recommendations and an annotated ratings table, as well as a separate five-page summary
 responding specifically to the points outlined under chapter VIII.

A **Review Brief** (a 2-page overview of the evaluand and review findings) for wider dissemination through the UNEP website may be required. This will be discussed with the Project Manager no later than during the finalization of the Inception Report.

Review of the Draft Review Report. The Review Consultant will submit a draft report to the Project Manager and revise the draft in response to their comments and suggestions. The Project Manager will then forward the revised draft report to other project stakeholders, for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions as well as providing feedback on the proposed recommendations and lessons. Any comments or responses to draft reports will be sent to the Project Manager for consolidation. The Project Manager will provide all comments to the Review Consultant for consideration in preparing the final report, along with guidance on areas of contradiction or issues requiring an institutional response.

The final version of the Terminal Review report will be assessed for its quality by the UNEP Evaluation Office using a standard template and this assessment will be annexed to the final Terminal Review report.

At the end of the review process, the Project Manager will prepare a **Recommendations Implementation Plan** in the format of a table, to be completed and updated at regular intervals, and circulate the **Lessons Learned**.

The Review Consultant

The Review Consultant will work under the overall responsibility of the Project Manager Helena Rey de Assis, in consultation with the Fund Management Officer Fuaad Alkizim, the Head of Unit/Branch, Elisa Tonda and the Sub-programme Coordinators of the financial and economic transformations sub-programme, Djaheezah Subratty.

The Review Consultant will liaise with the Project Manager on any procedural and methodological matters related to the Review. It is, however, the consultants' individual responsibility (where applicable) to arrange for their visas and immunizations as well as to plan meetings with stakeholders, organize online surveys, obtain documentary evidence and any other logistical matters related to the assignment. The UNEP Project Manager and project team will, where possible, provide logistical support (introductions, meetings etc.) allowing the consultants to conduct the Review as efficiently and independently as possible.

The Review Consultant will be hired over a period of 4 months [09/2022 to 12/2022 and should have the following: a university degree in environmental sciences, international development or other relevant political or social sciences area is required and an advanced degree in the same areas is desirable; a minimum of 8 years of technical / evaluation experience is required, preferably including evaluating large, regional or global programmes and using a Theory of Change approach; and a good/broad understanding of Sustainable Tourism is desired. English and French are the working languages of the United Nations Secretariat. For this consultancy, fluency in oral and written English is a requirement and proficiency in Spanish is needed. Working knowledge of the UN system and specifically the work of UNEP is an added advantage. The work will be home-based with possible field visits.

The Review Consultant will be responsible, in close consultation with the Project Manager, for overall quality of the review and timely delivery of its outputs, described above in Section 11 Review Deliverables, above. The Review Consultant will ensure that all review criteria and questions are adequately covered.

Schedule of the Review

The table below presents the tentative schedule.

Table 3. Tentative schedule for the Review

Milestone	Tentative Dates
Inception Report	By 30 September 2022
Review Mission	By 30 September 2022
E-based interviews, surveys etc.	By 20 October 2022
Evaluated and Revised IKI Results Monitoring	By 30 October 2022
Report Summary	
PowerPoint/presentation on preliminary findings	By 10 November 2022
and recommendations (for presentation end of	
November 2022 to all partners for review and	
input)	
Face to Face interviews with partners	27 November 2022
Draft Main Review Report to UNEP	5 December 2022
Draft Main Review Report shared with wider group	By 15 December 2022
of stakeholders	
Final Main Review Report	By 20 December 2022
Final Main Review Report shared with all	By 30 December 2022
respondents	

Contractual Arrangements

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

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

Schedule of Payment:

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

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

The consultant may be provided with access to UNEP's information management systems (e.g. PIMS, Anubis, SharePoint, etc.) and, if such access is granted, the consultants agree not to disclose

information from that system to third parties beyond information required for, and included in, the Review Report.

In case the consultant is not able to provide the deliverables in accordance with these guidelines, and in line with the expected quality standards by the Project Manager, payment may be withheld at the discretion of the Head of Branch/Unit until the consultants have improved the deliverables to meet UNEP's quality standards.

If the consultant fails to submit a satisfactory final product to the Project Manager in a timely manner, i.e. before the end date of their contract, UNEP reserves the right to employ additional human resources to finalize the report, and to reduce the consultant's fees by an amount equal to the additional costs borne by the project team to bring the report up to standard or completion.

ANNEX VIII. QUALITY ASSESSMENT OF THE REVIEW REPORT

Quality Assessment of the Terminal Review Report

Review Title: Transforming Tourism Value Chains in Developing Countries and Small Island Developing States (SIDS) to Accelerate more Resource Efficient, Low Carbon Development

Consultant: Joyce Miller

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
Substantive Report Quality Criteria		
Quality of the Executive Summary:	Final report:	
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.	Very good Executive Summary – sets out a complex evaluand in a transparent manner. Would have benefited from reference to the Tables that map IKI intervention results onto PIMS results and a judgement statement on whether IKI maps well onto the PIMS project results framework.	5.5
I. Introduction	Final report:	
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.) 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?	Very good introduction section, written in a clear manner and well-structured. The purpose of the review was not directly described. More detail regarding the UNEP institutional structure (unit/branch would have been a good addition	5.5
II. Review Methods	Final report:	
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 voices of different groups, e.g. vulnerable, gender, marginalised etc) should be described.	Dates are provided for a mission to Dominican Republic at the beginning of the report but no mention of this visit is made in the Review Methods. Para 50 does not provide a reason why no countries were visited. Paras 52 and 47 suggest some contradiction as 93% of the interviewees were from the group	4

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.	'high level of influence and interest' which is unlikely to include 'both mainstream and less represented views'.	
The methods used to analyse data (e.g. scoring; coding; thematic analysis etc.) should be described. 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. 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. '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'	For example tourism employees associations would not be in this group. Para 66 notes the project documents stated intention to highlight sensitivity to gender and minority groups. The Review does not appear to have reached these groups in its consultations and does not mention how gender has been considered in data analysis.	
III. The Project	Final report:	
This section should include: • Context: 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). • Results Framework: Summary of the project's results hierarchy as stated in the ProDoc (or as officially revised) • Stakeholders: Description of groups of targeted stakeholders organised according to relevant common characteristics • Project implementation structure and partners: A description of the implementation structure with diagram and a list of key project partners • Changes in design during implementation: Any key events that affected the project's scope or parameters should be described in brief in chronological order • Project financing: Completed tables of: (a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing	While the comparative tables (3, 4 and 5) support transparency, Tables 6 and 7 blur the conceptualization of the IKI grant and the UNEP PRC-approved project as the financial envelopes and sources differ, without explanation. Section B would have benefited from the consultants' concluding view of the relationship between outputs/outcomes the IKI and UNEP projects.	4.5
IV. Theory of Change 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 drivers and assumptions as well as the expected roles of key actors. This section should include a description of how the TOC at Review ⁵⁵ was designed (who was involved etc.) and applied to the context of the project? Where different groups (e.g. vulnerable, gender, marginalised etc) are	Final report: The TOC narrative is not sufficient in terms of providing an integrated analysis of the change process including assumptions and drivers and is over simplified. It doesn't clarify project synergies or the hierarchy of expected results. No diagram of ToC is included. The 'Intermediate Outcomes' do not reflect the uptake of outputs. The	3

⁵⁵ 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*.

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included in, or affected by the project in different ways, this should be reflected in the TOC. 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. 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'. This table may have initially been presented in the Inception Report and should appear somewhere in the Main Review report.	verbs being applied are 'policies are in place' and 'businesses are reporting'. A single causal pathway is described. The assumptions and drivers are not integrated into the TOC in a meaningful way to illuminate the change process.	
V. Key Findings	Final report:	
A. Strategic relevance: 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 ⁵⁶) 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: 5. Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities 6. Alignment to Donor/Partner Strategic Priorities 7. Relevance to Regional, Sub-regional and National Environmental Priorities 8. Complementarity with Existing Interventions	Well-articulated section that provides useful contextual detail about the sector. While ratings are not provided for each sub-category, the text supports a HS rating for each, consistent with the HS rating for the criterion.	6
B. Quality of Project Design To what extent are the strength and weaknesses of the project design effectively summarized?	Final report: An insightful, synthesized discussion of the project's design strengths and weaknesses that provides considerable thought for future designs. Strengths and weaknesses of the relevant Prodocs are discussed in the context of the IKI agreement.	5.5
C. Nature of the External Context 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 ⁵⁷) and how they have affected performance, should be described.	Final report: The report describes the prevailing risk profiled of the island states which should have been taken into consideration in the project design. However, the COVID-19 pandemic clearly represents an unpredictable external factor that had devastating global effects, evident in the	5.5

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⁵⁶ A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project <u>implementation</u> is considered under Efficiency, see below.

⁵⁷ 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.

tourism sector. As formal revisions were made in 2021, there is no further adjustment of expected results to be made within this Review process. Interesting use of Al through ChatGPT to access summary information of the external context in the pilot countries. Final report: Outputs: The detail in the assessment of outputs provides good insights on both the delivery and utility of the items made available to target users. Outcomes: The only true outcome level indicator appears in the IKI results (GHG framework emissions reduced). The achievement against this is reduced to number of workshops and participants. Some data are inserted in Table 10, but not explained. Para 101 undermines the utility of D. Effectiveness the 'tool', taken to be the core (i) Outputs and Project Outcomes: How well does the instrument (GE/RE too) that was report present a well-reasoned, complete and evidenceused to 'implement the integrated based assessment of the a) availability of outputs, and action framework'. This is a key b) achievement of project outcomes? How convincing indicator (reported under Output 1) is the discussion of attribution and contribution, as well of any uptake from the project as the constraints to attributing effects to the training. intervention. The analysis at outcome level lacks The effects of the intervention on differentiated groups, detail and analysis of the change including those with specific needs due to gender, processes at play. No explanation vulnerability or marginalisation, should be discussed is provided of the adaptive explicitly. management carried out in response to COVID other than moving work online; reliance is put reported numbers participants engaged in online training (output level) and no explanation is given of the GHG emissions data provided, nor how reporting GHG emissions is linked to improved resource efficiency and SCP. Assumptions and drivers are not discussed. There is no discussion about the effects of the intervention on differentiated groups. Table 10 on Achievement of planned outcome is not clear as the indicators are mixed with some at output level, and the scope (1 & 2. or 3?) of the achieved

E. Financial Management This section should contain an integrated analysis of all dimensions evaluated under financial management and include a completed 'financial management' table. Consider how well the report addresses the following: • adherence to UNEP's financial policies and procedures • completeness of financial information, including the actual project costs (total and per activity) and actual co-financing used • communication between financial and project management staff	Final report: Para 114 is incomplete. Annex IV presents project expenditures by budget class. Annex V provides detail to support a rating of HS for financial management. The Project Identification Table does not provide a total expenditure figure.	4.5
(ii) Likelihood of Impact: 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? How well are change processes explained and the roles of key actors, as well as drivers and assumptions, explicitly discussed? Any unintended negative effects of the project should be discussed under Effectiveness, especially negative effects on disadvantaged groups.	cumulative value at project close for indicator 1.1 is not mentioned. The results focus on the Philippines and Dominican Republic, with limited results presented for Mauritius and Saint Lucia. Limited explanations are given about this in the report. Final report: The case at outcome level is not strongly made and the assessment of likelihood of impact relies on this, plus reference to a well-architected exit strategy for which no detail is provided. Paras 110 and 111 rely on indications of intention but are much further along the change process than the current evidence status: i.e. substantial gains in knowledge and awareness among sector players in the targeted countries and use of the project's reporting tool. Weaknesses in the project design that are mentioned earlier in the report are not re-visited as part of the assessment of likelihood of sustained change and undermine the likelihood of impact. The content of the National Roadmaps could have been used to provide evidence of whether/how the project was targeting the primary outcome indicator (reduced GHG emissions in tourism value chain businesses) Because the TOC is missing in the report, it is difficult for the reader to fully follow the reasoning of this sub-section.	4

F. Efficiency 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 costeffectiveness and timeliness including: Implications of delays and no cost extensions Time-saving measures put in place to maximise results within the secured budget and agreed project timeframe 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. The extent to which the management of the project minimised UNEP's environmental footprint.	The only reference to the project expenditure (under spent) is in Annex V and para 126 on Efficiency. Final report: Efficiency section thoughtful and in-depth discussion. A substantive comment is not clear in the sentence structure in para 123, but appears to challenge the rating for outcomes: 'The high focus on "getting the details right in the contracts" had the effect of strongly focussing implementing partners on activities and outputs. Such an orientation is seen by the Reviewer as risking to background their key function in service to generating the intended outcomes.' On balance the narrative suggests the rating is generous. E.g "UNEP administration were portrayed as inefficient and relatively rigid by several stakeholders". Good discussion of elements of efficiency, supported well by an illustration.	5.5
G. Monitoring and Reporting How well does the report assess: • Monitoring design and budgeting (including SMART results with measurable indicators, resources for MTE/R etc.) • Monitoring of project implementation (including use of monitoring data for adaptive management) • Project reporting (e.g. PIMS and donor reports)	illustration (Fig 6) of the extensions. Final report: In this section the distinction between the IKI grant and the UNEP PRC-approved project, under which the grant was administered becomes confused. (e.g. para 131 refers to a gender indicator which only exists as indicator 2.3 in the PRC approved project and there is no gender indicator in the IKI grant, which is the evaluand). No provision was made at project design for the performance of the IKI grant to be evaluated as part of its host UNEP PRC-approved project, which validates the IKI work as being part of UNEP's Programme of Work. The monitoring system as described does not seem to be able to provide the data presented in Table 10 under Indicator 1.1 'By 2022, GHG emissions tourism value chain businesses are reduced by at least x% against the project baseline'. No explanation is	4

		,
	provided in the report of how these data were derived.	
	Sub-criteria are not rated individually.	
H. Sustainability 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:	Final report: The assessment of institutional and socio-political sustainability is comprehensive and supported by examples. Financial Sustainability could benefit from more information. The likelihood of sustainability is reliant on sustained interest from sources/parties outside this project.	5
I. Factors Affecting Performance These factors are not discussed in stand-alone sections but are integrated in criteria A-H as appropriate. 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: • Preparation and readiness • Quality of project management and supervision ⁵⁸ • Stakeholder participation and co-operation • Responsiveness to human rights and gender equity • Environmental and social safeguards • Country ownership and driven-ness • Communication and public awareness	Final report: Section provides a good assessment of the factors that affected project performance. The various aspects as required in the TOR have been discussed adequately; examples were included as well as cross-references to relevant chapters/paragraphs within the report.	5.5
VI. Conclusions and Recommendations Quality of the conclusions: The key strategic questions should be clearly and succinctly addressed within the conclusions section. It is expected that the conclusions will highlight the main strengths and weaknesses of the project, and connect them in a compelling story line. 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.	Final report: The report confirms that the project has made a 'tangible contribution to enhancing understanding' etc but is not convincing that through the simultaneous running of pilots and project implementation the expected outcome level was reached. Given the project's 'strong focus' on GHG emission, the lack of any explained system for monitoring the project's effect on concrete steps towards reduced emissions, is a weakness. Tools and reporting may be positive steps, especially at a pilot stage, but do not make a convincing case for emissions	4.5

⁵⁸ 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.

	having yet been reduced, nor high likelihood that this will be the case.	
	The report's assessment of the project's achievements on gender responsiveness appear generous – the most concrete activity to 'operationalize' attempts to include gender mainstreaming co-benefits' appears to be training content (Three capacity building webinars on gender aspects in the tourism sector were convened, which equipped local partners to replicate similar training at local level in two pilot countries – para 171). Unfortunately, no examples of cobenefits are provided.	
ii) Quality and utility of the lessons: 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. iii) Quality and utility of the recommendations:	Final report: Appropriate lessons	5
To what extent are the recommendations 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? 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. 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. 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. Where a new project phase is already under discussion or in preparation with the same third party, a recommendation can be made to address the issue in the next phase.	Final report: Action on the recommendations is dependent on identifying other projects on sustainable tourism being designed or implemented. However, the Project Identification Table suggests there are no future project phases envisaged at present.	4.5
VII. Report Structure and Presentation Quality		

i) Structure and completeness of the report: 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.	Final report: No TOC	3
ii) Quality of writing and formatting: 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?	Final report: Clear and well structured.	5.5
OVERALL REPORT QUALITY RATING		4.75 Satisfactory

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.

ANNEX IX. REVIEW FRAMEWROK

Note: This matrix reflects UNEP guidance, the Evaluation ToR, and questions that arose from the PDQ assessment. Colour coding is used to categorize different data sources.

No.	Review questions	Indicators / criteria	Data sources
A.	Strategic Relevance		
1.	Alignment to UNEP MTS, POW, Strategic Priorities In which ways has the Project maintained consistency with and contributed to UNEP's MTS, PoW, strategic priorities?	 Alignment with UNEP MTS (2018-2021),MTS (2022 to 2025) PoW and Resource Efficiency SP6, Climate Change SP1, Chemicals and Pollution SP6 Alignment with Bali Strategic Plan for Technology Support and Capacity Building (BSP) Contributions to South-South Cooperation (S-SC) 	 Project Document, Project Revision PDQ Assessment (Annex 3 of this report) Interview with Resource Efficiency SP Coordinator Djaheezah.Subratty@un.org
2.	Alignment to Donor/Partner Strategic Priorities Does project correspond to donor priorities? - was this visible in project design document?	Alignment with donor strategic priorities	 Project Document PDQ assessment Interview with donor michael.kracht@bmuv.bund.de
3.	To what extent does the project correspond with the priorities of its partners? - was this visible in project design document?	Mention in Project Document	 Project Document, Project Revision PDQ Assessment Interviews with implementing partners
4.	Relevance to Global/Regional/Sub-Regional, and National Environmental Priorities To what extent do the Project's objectives and implementation strategies address global, regional, national issues and needs	 Alignment with global/regional/national SCP-related policies Intended beneficiaries (governments, associations, companies in pilot countries) highly rate the strategic relevance of resource efficiency as a priority endeavour Evidence that the project addresses pertinent barriers (see list in ¶Error! Reference source not found. 	 Project Document, Project Revision PDQ Assessment Stakeholder interviews National SCP policies in pilot countries
5.	Complementarity with Existing Interventions / Coherence Does the project coherently leverage existing interventions (design, inception, mobilization) - within the same and other UNEP sub-programs - initiatives implemented by other agencies in the same country, sector, or institution	 Identification of complementary SPs and/or initiatives of UNEP or other agencies in the Project Document Efforts by UNEP Regional Offices and/or SP Coordinator to enhance uptake of project outputs/outcomes (leading to efficiency gains?) Mention of leverage with UNDAFs, One UN programming, etc. 	 PDQ assessment Interview with PM Helena Rey Helena.rey@un.org Interview with Resource Efficiency SP Coordinator Interviews with UNEP Regional Offices (e.g., Tomas Declerq declercq2@un.org

No.	Review questions	Indicators / criteria	Data sources
	Question from PDQ assessment: As synergies with other UNEP initiatives was identified as a 'driver' in the project's TOC, to what extent were these realised, with which effects?		
A. Qu	ality of Project Design		
6.	Is the project's design suitable for achieving the envisaged outcomes in its timeframe? - review stakeholder participation; responsiveness to human rights and gender equity	 PRC (or similar) review process was undertaken Inclusion of lessons learned Stakeholder consultation during design phase (see PDQ assessment) 	PDQ assessment
B.	Nature of External Context		
7.	How well was the project's external operating context assessed at project design? Question from PDQ assessment: To what extent did the COVID-19 situation actually result in significant deviations from the project's original concept, with which effects in terms of its adaptive management?	Consideration of prevalence of conflict, natural disaster, political upheaval in the approved Project Document	 Project Document, Project Revision PDQ assessment See evaluation of Adaptive Management (under Factors Affective Project Performance)
C.	Effectiveness		
8.	Availability of Project Outputs To what extent did the planned outputs (including related assumptions and drivers) hold true vis-à-vis the RTOC at Evaluation?	Achievement versus planned	 Interviews with PM and Project Staff Interviews with implementing partners Monitoring Reports Agreements and Deliverables Reporting Documents
9.	To what extent did the project deliver its planned <u>outputs</u> ?	 Outputs mentioned in annual work plans have been delivered Progress against the delivery of output oriented indicators in Logical Framework (see Project Document) 	 Logical Framework in Project Document Agreements and Deliverables Reporting Documents

No.	Review questions	Indicators / criteria	Data sources
10.	Are the outputs useful, of good quality, and available in the quantity anticipated? To what degree were these made available to the intended beneficiaries - explain any variances; identify obstacles	Involvement of stakeholders in the production of the outputs Implementing partners / businesses that receive UNEP technical support / domain experts/donors express appreciation of the outputs Examples of outputs being used by intended end-users	 Interviews with PM and Project Staff Interviews with implementing partners Interviews with other stakeholders Agreements and Deliverables Monitoring Reports Reporting Documents
11.	Achievement of Project Outcomes Outcome 1: How likely is the project to enable and motivate national governments (policy makers) and business (including SMEs) to adopt policies, strategies and approaches to reduce and monitor GHG emissions and pollution and improve resource efficiency in the tourism sector (by using the provided knowledge assessments, roadmaps, tools)? - what evidence can be used to attribute positive, intended effects of the project outcome (to enable 'credible association')?	 # of businesses that report (through UNEP-facilitated multi-stakeholder sectoral partnerships and that received technical support) their resource efficiency improvement, plastic pollution and/or adopt circular models/approaches in the tourism sector (target: 50 businesses) # of businesses that report their GHG emissions reduction in the tourism sector (target: 4) % of engaged businesses that received capacity building on the integrated action framework/roadmaps/implementation plans/tools/single use plastics that are adopting sustainable tourism practices (target 50% of 100 businesses supported/engaged by UNEP) 	 Interviews with PM and Project Staff Interviews with implementing partners Interviews with other stakeholders Monitoring Reports Reporting Documents
12.	Which aspects have played a key role, in which ways, in delivering the outcome? - probe for quality of project management and supervision; stakeholder participation, responsiveness to human rights/gender equity, communication and public awareness	Factors and/or attribution (contributing or diminishing) mentioned in project reporting or interviews)	 Interviews with PM and Project Staff Interviews with implementing partners Interviews with other stakeholders Monitoring Reports Reporting Documents
13.	Question from PDQ assessment: To what extent did project management and pilot projects incur negative environmental footprint? Were sufficient mechanisms in place to reduce such effects?	Evidence of unintended environmental effects	 Monitoring Reports Reporting Documents Media reports in pilot countries Interviews with PM and Project Staff Interviews with implementing partners

No.	Review questions	Indicators / criteria	Data sources
14.	Likelihood of Impact To what extent did the assumptions and drivers in the reconstructed TOC hold true	Achievement versus planned	 Interviews with PM and Project Staff Interviews with implementing partners Monitoring Reports Reporting Documents
15.	What is the likelihood that the intervention will lead to, or contribute to, unintended negative effects (i.e. will vulnerable groups like those living with disabilities and/or women and children, be disproportionally affected by the project in a negative manner? - check Safeguards in Project Document	Mention of unintended negative effects (and their causes) in reporting and/or interviews	 Project Document and PDQ assessment (regarding safeguards and mitigation) Monitoring Reports Reporting Documents Interviews with PM and Project Staff Interviews with implementing partners
16.	Impact Statement: How likely is it that the project's direct outcome contributes towards the transition in tourism businesses flourishing because their net zero / nature positive impact is highly valued by leisure travellers globally?	 Resource efficiency concept and GHG emission measurement and reporting are endorsed and used by actors with significant outreach to tourism value chain actors (e.g. national & sectoral policy/strategies are developed and/or revised to increase national government capacity to leverage resource efficiency thinking and low GHG emission strategies (in pilot countries) Policy guidance is accepted and used by national governments outside the pilot countries 	 Interviews with PM and Project Staff Interviews with UNEP SP6 Coordinator, Interviews with implementing partners Interview with governance members Interview with donor
17.	Intermediate state: Following project closure, is it likely that national-level SCP policies and/or legislation that includes life cycle thinking will be discussed or prepared? Verify drivers and assumptions in RTOC have held [refer to ¶Error! Reference source not found., ¶Error! Reference source not found.]	 Pilot country governments have initiated and/or strengthened resource efficiency (circular) oriented policy and/or legislation since the project's inception To what extent is there a grassroots movement demanding more legislation in this area (in pilot countries)? Uptake of guidance by policy makers (in pilot countries) 	 Interviews with PM and Project Staff Interviews with UNEP SP6 Coordinator, Interviews with implementing partners Interview with governance members Interview with donor
D.	Financial Management		

No.	Review questions	Indicators / criteria	Data sources
18.	Adherence to UNEP financial polices & procedures Were there instances of wasted resources, non-compliance with UNEP's financial policies and procedures? explain any variance	 Evidence of variance from standard operating procedures (written or oral) Reported or described instances of non-compliances Reported or described instances of wasted resources 	 Project's financial reporting Interview with UNEP's Fund Management Officer (FMO) fuaad.alkizim@un.org
19.	Completeness of financial Information What was the actual spend across the life of the project, at output level, compared to the approved budget?	 Realism and accuracy of information in project reporting Agreement/acceptance of UNEP's financial reporting by the EC 	 Project's financial reporting Interview with FMO Feedback from donor
20.	Communication between financial & project staff In which ways did the quality of communication have an influence on the effective delivery of project outputs and outcomes?	 PM and FMO's level of knowledge of the project's financials FMO's responsiveness to financial requests PM and FMO responsiveness to address/resolve financial issues 	 Project management reporting Project's financial reporting Interview with FMO Interviews with PM and Project Staff
21.	Was the project's financial reporting timely and of adequate quality?	 Timeliness of report submissions Need for revisions of submitted reports Realism and accuracy of information in project reporting Agreement/acceptance of UNEP's financial reporting by donor 	 Project's financial reporting Interview with FMO Feedback from donor
E.			
22.	Timeliness of project execution In which ways did project's revision/extension enable and/or diminish the ability to deliver and consolidate the project's outputs?	 Timeliness of activities, outputs, milestones vis-à-vis work plans Corrective measures taken to mitigate delays from COVID-19 effects 	 Work plans Project's financial reporting Interviews with PM and Project Staff Interviews with implementing partners Interview with FMO
23.	Utilisation of resources Was the project fully implemented within the allocated budget?	 Actual vs. planned costs of outputs and outcomes Actual vs. planned costs of staff and consultants Actual vs. planned disbursement rates Measures taken to adjust budget and activities to actual costs 	 Project's financial reporting Interview with FMO

No.	Review questions	Indicators / criteria	Data sources
24.	Were any explicit cost- and/or time- saving measures put in place to maximize the results achieved within the means of the secured budget?	 Cost-saving measures Time-saving measures 	 Project management reporting Project's financial reporting Interviews with PM and Project Staff Interview with FMO
25.	Question from PDQ assessment: To what extent did envisaged in-kind contributions by partners and individual experts materialise, and were these reliably quantified and reported?	 Mention of in-kind contributions expected from partners and individual experts (e.g. in contracts, agreements, discussions) Reporting of in-kind contributions, by nature and/or source 	 Agreements, contracts Interviews with PM and Project Staff Interviews with implementing partners Interviews with contracted experts Interview with FMO
26.	Synergy To what extent did the project build on/leverage pre-existing institutions, initiatives, agreements, partners, data sources, synergies, complementarities? have complementarities been sought, synergies been optimized, duplications avoided?	 Explicit linkages with other initiatives, programmes, etc. Contribution to and synergies with other initiatives Joint activities with other projects, initiatives, etc. (funded by UNEP, donor, and/or others) Cooperation and joint operations with other UN agencies Utilisation of other projects/initiatives as delivery mechanisms This project's activities have been added to other projects Participation in coordination with other development partners 	 Project Document. Project Revision PDQ assessment (regarding complementarity: for intentions) Project reporting (for achievements) Interviews with PM and Project Staff
27.	Question from PDQ assessment: To what extent did envisaged in-kind contributions by partners and experts materialise (as mentioned in the Project Document, p50), and was this reliably quantified?	 Amount of co-funding mobilised from each anticipated source Amount of co-funding leveraged from other sources (incash and in-kind) not identified at project design 	 Project management reporting Project's financial reporting Interview with PM Interview with FMO
F.			
28.	Design and Budgeting Are the indicators appropriate for results-oriented monitoring?	 Indicators are SMART Presence of outcome-oriented indicators Use of clear indicator targets and milestones 	 PDQ Assessment Work plans Interviews with PM and M&E responsible
29.	Does the Project have a sound plan to monitor results & track progress	 Reliability and accuracy of baseline and monitoring data Frequency & comprehensiveness of data gathering and analysis 	Project Document, Project RevisionPDQ Assessment

No.	Review questions	Indicators / criteria	Data sources
	towards achieving project activities? - are M&E responsibilities clearly defined? - are the data sources and data collection instruments appropriate? - was the timeframe and frequency for M&E activities specified, and adequate?	 Use of pre-existing data sources Provision of data by implementing partners Gender-disaggregation of data Monitoring documents address required safeguards Identification of risks and related mitigation measures 	 Work plans Interviews with PM and M&E responsible
30.	Was sufficient budget allocated and used for mid-term and final reviews?	 Budget allocation for mid-term and final reviews Execution of mid-term and final reviews 	 Project Document, Project Revision (budgeting of activities) Financial reporting Interviews with PM and M&E
31.	Implementation of Monitoring Has project monitoring been sufficiently used as a management tool?	 Tangible examples of monitoring data leading to changes/adjustments in project approach and implementation Evidence that implementing partners are actively using the data they gather 	 Project reporting Steering Committee minutes Interviews with PM, Project Staff, M&E Interviews with implementing partners
32.	Were risks being regularly monitored and reported on? Were recalibrations undertaken, showing adaptive management?	 Risks identified in Project Document/Project Revision were regularly gauged and documented Changes in risk assessment Changes in Safeguard Standard (SS) assessment 	 Project reporting Steering Committee minutes PDQ assessment (Safeguard Assessment) Interviews with PM and M&E
33.	Project Reporting Was project reporting timely and of adequate quality, fulfilling the reporting requirements of both UNEP and the donor?	 Timeliness of report submissions Need for revisions of submitted reports Realism and accuracy of information in project reporting Agreement/acceptance of UNEP's progress reporting by donor 	 Project management reporting Communication with / feedback from donor Interview with PM Interview with donor
	Sustainability		
34.	Socio-Political Sustainability To what extent are social and political factors supporting the continuation and further development of project outcomes? - how likely is it that individual capacity development efforts will be sustained?	 Champions were identified and capacitated During implementation, the project was actively influencing and using the key impact drivers identified in the RTOC Requests for project follow-up or follow-on 	 Agreements Interviews with PM Interviews with implementing partners Interviews with governance actors

No.	Review questions	Indicators / criteria	Data sources
35.	Question from PDQ assessment: Did political changes in pilot countries affect the country programme during implementation or create risks for sustaining the project's results? Did the Project have a clear exit strategy in place, and to what extent	 Formulation of appropriate exit strategy Gradual phase-out/transfer of responsibility was instigated 	 Exit Strategy document Interview with PM Interviews with implementing partners
36.	was this realised? Financial Sustainability To what extent does the project's outcome depend on a continuous flow of action that needs to be resourced to be maintained?	 Concerns expressed that the desired outcomes will not be sustained beyond the life of the project A resource mobilisation strategy is on track Indications that follow-up funding could be secured or actual agreements with other actors to fund post-project continuation, replication, and upscaling 	 Project reporting, especially Final Report Interviews with PM Interviews with UNEP Regional Office Staff Interviews with implementing partners Interviews with governance actors
37.	Institutional Sustainability To what extent do project outcomes depend on institutional frameworks and governance? Question from PDQ assessment: In project's partnership strategy, was a notion of institutional strengthening included in cases where capacities of implementing partners were observed, during implementation, to be insufficient for the envisaged use?	 Concerns expressed regarding adequacy of institutional frameworks to sustain the project's results Concerns expressed about sufficiency of institutional capacities 	 Project reporting, especially Final Report Interviews with PM Interviews with UNEP Regional Office Staff Interviews with implementing partners Interviews with governance actors
Н.	Factors Affecting Project Performance	ce and Cross-Cutting Issues	
38.	Preparation and Readiness Were appropriate measures undertaken to address weaknesses in project design and/or respond to changes that took place between project approval, securing of funds, and project mobilization?	 Relevance and comprehensiveness of outputs and outcomes Adequate identification of stakeholders and assessment of their capacities, roles, and means of engagement 	PDQ Assessment Informed by evaluation questions on effectiveness and efficiency
39.	Quality of Project Management	Valid explanations of why deliverables were not achieved	Project reporting, especially Final Report

No.	Review questions	Indicators / criteria	Data sources
	Were project implementation mechanisms outlined in Project Document followed?		Interviews with PM and M&E
40.	Was the project management setup conducive for effective delivery on project milestones, outputs, and outcomes	 Project management set-up was communicated transparently Key stakeholders understood their roles and responsibilities in the Project and delivered on these Planned deliverables materialised on time, in scope and budget 	 Project Document (vis-à-vis implementation arrangements, management, supervision) Project reporting, especially Final Report Steering Committee meeting minutes Interviews with PM and Project Staff Interviews with implementing partners
41.	Did the PM provide sufficient leadership for overall project execution: achieving planned outcomes, managing team, maintaining partner relationships, maintaining project relevance within changing external/strategic context, risk management, communication and collaboration with UNEP colleagues, use of problem-solving, project adaptation?	 Sufficient human resource capacities available with the needed expertise for smooth project execution (Project Manager, Project Staff, Regional Offices) PM could adequately act on directions of Steering Committee Evidence of uptake of project outputs and outcomes by UNEP's Regional Offices (see complementarity) Evidence of adaptive management Evidence of identifying and acting on lessons learned 	 Interviews with PM and Project Staff Interviews with implementing partners Interviews with UNEP Regional Offices
42.	Question from PDQ assessment: Considering their general overload, to what extent did UNEP's Regional Offices have sufficient capacity available within desired timeframes to undertake the envisaged roles and responsibilities, thereby contributing to project implementation and exit strategy?		 Interviews with PM and Project Staff Interviews with implementing partners Interviews with UNEP Regional Offices
43.	To what extent do project team members and implementing partners feel safe to express real thoughts in project reporting?	Subjective rating on a scale of 1 to 5 where "5" is fully liberated; "1" reflects feeling of being penalised for candour	 Interviews with PM and Project Staff Interviews with implementing partners Interviews with UNEP Regional Offices
44.	To what extent did the PM suitably respond to direction and guidance provided by UNEP senior management, advisors, etc.?	 Subjective assessment on a scale of 1 to 5, where "5" reflects full ability to respond and "1" indicates entire lack of capacity to respond 	 Interviews with Project Staff Minutes of meetings

No.	Review questions	Indicators / criteria	Data sources
45.	Adaptive Management, Learning To what extent did the COVID-19 situation affect the project's management and results?	 Deviations from original concept Unintended effects from adaptive management 	 Project Document. Project Revision Interviews with PM and Project Staff
46.	To what extent did the PM and team create a culture of managing knowledge, and was this sufficient for ensuring learning, communication, and outreach?	 Creation and use of processes to support reflection and learning Application of lessons learned 	 MTR report of larger IKI-funded project Interviews with PM and Project Staff Interviews with implementing partners Interviews of governance members
47.	Quality of Supervision Which project supervision plans, inputs, and processes were put in place, and were they adequate in your opinion?	 Steering Committee provided clear strategic guidance to the project and helped to address institutional bottlenecks List of project supervision plans and processes Subjective rating on a scale of 1 to 5, where "5" is fully adequate and "1" is "fully insufficient" 	 Supervision plans Minutes of Steering Committee meetings Interviews with PM and Project Staff Interviews with implementing partners Interviews of governance members
48.	To what extent did the governance set-up support the project in realising its intended outcomes?	Composition of Steering Committee (does it include members apart from those drawn from UNEP-DTIE?)	 PDQ Assessment ToR for Steering Committee Interview with PM Interviews of governance members
49.	Which guidance and backstopping mechanisms were truly helpful? - which proved to be limiting factors?	 Mention of guidance and backstopping mechanisms, with an indication of strength and/or weakness Mention of individuals' names in relation to roles, with an evaluation of contribution 	 Interviews with PM and Project Staff ToR for Steering Committee Minutes of Steering Committee meetings
50.	Stakeholder Participation and Cooperation Did the project promote inclusiveness and participation of all differentiated groups (including gender groups)?	 Gender analysis and corresponding strategy Target setting and achievement 	 Project reporting, especially Final Report PDQ Assessment Interview with PM
51.	Question from PDQ assessment: To what extent were the ideas for stakeholder involvement elaborated in the Project Document (pp38-46) realised?	 Stakeholder identification and assessment in Project Document Justification for collaboration Description of intended benefits Agreements document mutual understanding of stakeholder roles and responsibilities that have been agreed with specific actors to ensure effective partnership 	 Project Document PDQ Assessment Agreements Interview with PM Interviews with implementing partners

No.	Review questions	Indicators / criteria	Data sources
		 and accountability Project monitoring shows review of engagement, with recalibration strategies put in place, as needed 	Interviews of governance members
52.	Which coordination mechanisms were used to maximize collaboration and coherence between various stakeholders (sharing plans, pooling resources, exchanging learning & expertise); did these enable the parties to synergize & leverage each other's activities?	 List of coordination and communication mechanisms Subjective rating on a scale of 1 to 5, where "5" is fully effective and "1" is fully ineffective 	 Project reporting, especially Final Report Interviews with PM and Project Staff
53.	Question from PDQ assessment: To what extent were implementing partners (presumably also selected for the capacity to act as 'multipliers', given the project's emphasis on a tourism value chain approach) engaged and treated as 'partners' or as service providers? - was the chosen approach suitable?	 Evidence of partnership approach in communications Explicitness in contract regarding expectation of in-kind contributions (as mentioned in Project Document, p50: in-kind contributions were "expected by partners and individual experts in the form of expert time provided by partners when participating in consultations to review knowledge products produced by the project" 	 Contracting process Agreements Correspondence exchanged regarding deliverables Interview with PM Interviews with implementing partners
54.	Responsiveness to Human Rights & Gender Equity Did the project adhere to UNEP's Policy and Strategy for Gender Equality and the Environment?	 Human Rights & Gender Equity addressed in Project Document Identification of impacts and mitigation strategies in the Project Document Disaggregated reporting of differentiated groups 	 Project Document PDQ Assessment Project reporting, especially Final report
55.	To what extent did project consider: i) possible inequalities (especially gender-related) in access to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (women, youth/children, disabled) to environmental degradation or disasters; (iii) role of disadvantaged groups (especially gender-related) in mitigating or adapting to environmental	 Selection of pilot projects considered women, indigenous people and/or other socially-disadvantaged groups Piloted approaches are relevant and appropriate for women, indigenous people and/or other socially-disadvantaged groups Demonstration activities benefit all segments of the community (not just forwaring on the alites) 	 Pilot project reports Interview with PM Interviews with implementing partners

No.	Review questions	Indicators / criteria	Data sources
	changes and engaging in environmenta protection and rehabilitation?		
56.	Question from PDQ assessment: To what extent was gender equity actually pursued? Were the set targets reached? Were other more ambitious approaches to addressing power symmetries underlying gender equity seen as relevant and pursued? Did selection of pilot countries and projects consider and/or even privilege women, minority groups, and/or indigenous people?	 Evidence of appropriate consideration of women, minority groups, and/or indigenous people Performance vis-à-vis set targets Evidence of more ambitious approaches to the pursuit of gender equity, beyond disaggregated reporting 	 Project reporting Interviews with PM and Project Staff Interviews with implementing partners
57.	Environmental and Social Safeguards Has the project adhered to UNEP guidelines for risk management?	 Environmental and social screening at project approval stage Response to and reporting on safeguard issues through risk avoidance, minimization, mitigation 	 PDQ Assessment Project reporting Interview with PM
58.	Did the project's management attempt to minimize UNEP's environmental footprint?	Project management actions documentedAnecdotal evidence	 Project reporting Interview with PM
59.	Country Ownership & Driven-ness Is the level of ownership by the main stakeholders sufficient to allow for the Project's results to be sustained?	 National governments in implementing countries show strong ownership, commitment, cooperation, and proactive leadership in project implementation Envisaged in-kind contributions from partners materialised 	 Project reporting Interviews with PM and Project Staff Interviews with implementing partners Interview with FMO
60.	Question from PDQ assessment: Were the implementing partners able to adequately liaise with relevant national government actors to facilitate project implementation?	 Inclusion of relevant national government stakeholders in key project activities Timely access to relevant national government actors 	 Interview with PM Interviews with implementing partners
61.	Question from PDQ assessment: To what extent did in-kind contributions by partners deepen their ownership and use of results?	Evidence of strategies put in place to continue application	 Project reporting Interviews with PM and Project Staff Interviews with implementing partners
62.	Communication & Public Awareness How effective were activities in communicating the project's	 List of public awareness activities Number of hits and downloads from project website Anecdotal evidence 	 Project reporting Publications Website statistics

No.	Review questions	Indicators / criteria	Data sources
	objectives, progress, outcomes, and		 Interviews with PM and Project Staff
	lessons learned?		 Interviews with implementing partners
	In which ways could a more coherent		 Interviews with other development
	approach to knowledge management		partners
	have heightened the project's impact?		'