

**Validated Terminal Review of the UNEP project
'Protecting the Marine Environment from Land-based
pollution through strengthened coordination of
Global Action'
(PIMS ID 02049)**



UNEP Ecosystem Division

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Protecting the Marine Environment from Land-Based Pollution through
Strengthened Coordination of Global Action
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ACKNOWLEDGEMENTS

This Terminal Review Report was prepared for UNEP Ecosystem Division, Source to Sea Pollution Unit by Hiroko Sugimoto.

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

The reviewer would like to thank the project team and in particular Mr. Alex Pires for his contribution and collaboration throughout the review process. Sincere appreciation is also expressed to the current and former Project Management Officers and staff of Sources to Sea Pollution Unit and Financial Management Officers in Ecosystem Division who took time to provide comments to this report.

The review consultant hopes that the findings, conclusions and recommendations will contribute to the successful finalisation of the current project, formulation of a next phase and to the continuous improvement of similar projects in other countries and regions.

BRIEF EXTERNAL CONSULTANT BIOGRAPHY

Hiroko Sugimoto is an independent international evaluation consultant with a MS degree in Environmental Science and with more than 20 years of project management, monitoring and evaluation experiences. She has completed many evaluation assignments for various UN agencies and bilateral donors in African, Asian and Middle Eastern countries. She is specializing in capacity building, water and sanitation, waste management, circular economy, and renewable energy sectors. In addition, she supported capacity building activities for the Ministry of Water in Kenya on managing non-revenue water. Previously, she has worked for UNEP as an associate program officer as well as a small grants program coordinator at the Embassy of Japan for the Republic of Kenya.

Review team

Reviewer – Hiroko Sugimoto

ABOUT THE REVIEW

Joint Review: No

Report Language: English.

Review Type: Terminal Review

Brief Description: This report is a management-led Terminal Review of a UNEP project implemented between 2019 and 2025. The project's overall project objective is to strengthen responses to the land-based pollution to marine environment and address related issues of concern identified by governments. The review sought to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The review has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, the donors and the relevant agencies of the project participating countries.

Key words: Small Island Developing States; Marine; Marine environments; Marine Ecosystem; Coast; Coastal Ecosystem; Governance; Pollution; Plastic; Sustainable Nutrient; Wastewater; Climate Change; Ecosystem Management¹.

Primary data collection period: November 2023- February 2024

Field mission dates: N/A

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

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LIST OF ACRONYMS

AfDB	African Development Bank
BORDA	Bremen Overseas Research & Development Association
CEP	Caribbean Environmental Programme
COBSA	Coordinating Body on the Seas of East Asia
DEWAT	Decentralization of wastewater treatment
EMG	Environmental Management Group
FAO	Food and Agricultural Organization
FMO	Financial Management Officers
GEF	Global Environmental Facility
GPA	Global Partnership of Action for the Protection of the Marine Environment from Land Based Activities
GPML	Global Partnership on Plastic Pollution and Marine Litter
GPNM	Global Partnership on Nutrient Management
GWWI	Global Wastewater Initiative
IAEG-SDG	The Inter-agency and Expert Group on Sustainable Development Goal Indicators
IGR	Intergovernmental Review Meeting
INC	Intergovernmental Negotiating Committee
IPMR	Integrated Planning Management Reporting
IWA	International Water Association
LBS	Land-based sources
MOOC	Massive Open Online Courses
MTS	Medium Term Strategy
NAP	National Action Plan
NGO	Non-Governmental Organisation
PIMS	Project Information Management System
PMO	Programme Management Officers
RNRSAP	Regional Nutrient Pollution Reduction Strategy and Action Plan POPS Persistent Organic Pollutants
POW	Programme of Work
PRC	Project Review Committee
ProDoc	Project Document
PSEA	Prevention of Sexual Exploitation and Abuse
SACEP	South Asia Cooperative Environment Programme
SANH	South-Asia Nitrogen Hub
SDG	Sustainable Development Goals
SIDS	Small Island Development States
SEI	Stockholm Environment Institute
SP	Sub-Programme
SSPU	Source to Sea Pollution Unit
TR	Terminal Review
ToC	Theory of Change

ToR	Terms of Reference
UNEA	United Nations Environment Assembly
UNEP	United Nations Environment Programme
UN Habitat	United Nations Human Settlement Programme
WHO	World Health Organization

PROJECT IDENTIFICATION TABLE

Table 1. Project Identification Table

UNEP PIMS ID:	02049	Umoja no.:SB-012156	
DONOR (GEF/GCF etc) ID:			
Implementing Partners	UNEP, GRID-Arendal, AfDB,		
Relevant SDG(s):	6.3:Indicators: 6.3.1 & 6.3.2, Target 14.1: Indicator: 14.1.1		
Sub-programme:	SP5: Chemicals, Waste and Air Quality SP3: Healthy and Productive Ecosystems	Expected Accomplishment(s):	Primary: SP5(b): Policies and legal and institutional and fiscal strategies and mechanisms for waste prevention and sound management developed or implemented in countries within the framework of relevant multilateral environmental agreements
UNEP approval date:	12 March 2019	Programme of Work Output(s):	PoW2018-19, 2020-21 SP5 EA(a), SP3 EA(a) SP6 (a) PoW 2022-2023/ 2024-25: SP5, 3A SP3C
<i>SP Expected start date:</i>	January 2019	<i>Actual start date:</i>	March 2019
<i>Planned completion date:</i>	March 2025	<i>Actual operational completion date:</i>	March 2025
<i>Planned project budget at approval:</i>	USD 16,855,701	<i>Actual total expenditures reported as of [Dec.2023]:</i>	USD 36,385,549.85
<i>Planned Environment Fund allocation:</i>	USD15,456,755	<i>Actual Environment Fund expenditures reported as of [31 Dec.2023]:</i>	USD 357,184.92
<i>Planned Extra-Budgetary Financing:</i>		<i>Secured Extra-Budgetary Financing:</i>	
		<i>Actual Extra-Budgetary Financing expenditures reported as of [date]:</i>	
<i>First disbursement:</i>		<i>Planned date of financial closure:</i>	
<i>No. of formal project revisions:</i>	2	<i>Date of last approved project revision:</i>	24 August 2022
<i>No. of Steering Committee meetings:</i>	N/A	<i>Date of last/next Steering Committee meeting:</i>	Last: N/A Next: N/A
<i>Mid-term Review/ Evaluation (planned date):</i>	2021	<i>Mid-term Review/ Evaluation (actual date):</i>	N/A
<i>Terminal Review (planned date):</i>	June 2023	<i>Terminal Review (actual date):</i>	Feb. 2024
<i>Coverage Countries:</i>	Benin, Cambodia, China, Colombia, Ecuador, Guatemala, Morocco, India, Kenya, Laos	<i>Coverage Regions:</i>	Africa, Asia Pacific, Europe, Latin America and Caribbean, North America, West Asia

	PDR, Malaysia, Mexico, Niger, the Philippines, Seychelles, St. Lucia, Tanzania, Thailand, Togo, Uganda, United States, Vietnam		
Dates of previous project phases:	N/A	Status of future project phases:	N/A

EXECUTIVE SUMMARY

Project background

1. The objective of the project “Protecting the Marine Environment from Land-Based Pollution through Coordinated and Strengthened Global Action” (Programme of Work Project No 522.4) is to strengthen responses for land-based pollution to the marine environment and address related issues of concern identified by governments. This includes strengthening co-operation around the prevention of land-based pollution by fostering actions targeting the sources of marine litter, nutrients and wastewater pollution.
2. The project commenced in March 2019 with the implementation period of 58 months. The initial project budget was \$16,855,701. The project document has been revised twice, first in July 2020, and then in August 2021. In the latest revision (Revision 2), the project period was extended until March 2025 (only for the marine litter/plastics activities). The total approved budget in the Revision 2 is \$ 53,198,734.
3. The project was implemented and managed by UNEP/Ecosystems Division, Marine and Freshwater Branch in partnership with other UNEP Divisions (Science, Law, Communication, and Economy Divisions), Regional Offices for Africa, Europe, North America, Asia-Pacific, Latin America and the Caribbean, and West Asia Offices. The project’s partnerships include Regional Seas Programmes: Caribbean Environment Programme (CEP), Coordinating Body on the Seas of East Asia (COBSEA), Nairobi Convention, Abidjan Convention, Barcelona Convention, Teheran Convention, and Northwest Pacific Action Plan.
4. The Global Programme of Action for the Protection of the Marine Environment from Land-based Activities (GPA) adopted in 1995 is the only global environment initiative directly addressing the connectivity between terrestrial, freshwater, coastal and marine ecosystems. GPA has identified nutrients management, marine litter and wastewater as priority source categories to address and tackle land-based pollution. The project worked closely with global partnerships on each of these issues namely: Global Partnership on Plastic Pollution and Marine Litter (GPML), Global Partnership on Nutrient Management (GPNM) and Global Wastewater Initiative (GWWI).

This Review

5. This Terminal Review (hereafter, TR) was conducted to assess the project performance in terms of its relevance, effectiveness, and efficiency, and determine both its potential and actual outcomes, and impacts, as well as their sustainability. The review also examined the implementation of the project and its use of budget, and extra-budgetary financing from its inception in 2019 until December 2023.
6. Further, the review aimed at identifying lessons of operational relevance for future project formulation and implementation, while generating recommendations which are relevant to all of UNEP.
7. The target audience for the findings of this review is varied: each with different interests and needs, namely UNEP staff; regional, national, and international partners; stakeholders; and project managers of same or similar projects or in the project countries or other countries.
8. This Terminal Review Report was prepared by the review consultant, Hiroko Sugimoto, in accordance with the Terms of Reference (TOR) developed for this purpose by UNEP. It conforms to the UNEP Evaluation Policy and the UNEP Programme Manual.
9. The reviewer used a mix of methods of combining qualitative and quantitative data which was triangulated to reduce any bias. Document reviews and semi-structured key informant interviews were the main sources of information. Limited number of partners and beneficiaries who were available for the interviews was the main limitation of this review.

Key findings

10. The reviewer assessed the performance of the project by using nine criteria and UNEP Evaluation Office rating matrix to rate its performance in each criterion. The overall rating of the project by the review is Satisfactory.
11. The Strategic Relevance was rated as Highly Satisfactory. The project is highly relevant to UNEP's MTS 2017-21 and 22-25, POW 2020-21 and 22-23 and responding to the UNEA resolutions 4/6, 4/11, 4/14, 5/2 and 5/14 among others. The project is relevant to Sustainable Development Goals (SDGs) 6 and 14, and strategies of Regional Sea Conventions.
12. Quality of project design was rated as Highly Satisfactory. The project document was comprehensive and followed UNEP's project management guideline. Some weakness was found in result and causality, and risk identification and safeguards sections.
13. COVID 19 was the most obvious external factor. Project implementation was affected by the restriction of movements and travels. Increased volume of single use plastics was detrimental to the reduction of plastic pollution. Public awareness on the linkages between COVID19 and wastewater was positive impact as the visibility of wastewater issues has been increased.
14. Overall effectiveness was rated as Satisfactory. Achievements of majority of the outputs were confirmed thus availability of outputs was rated Satisfactory. Achievement of project outcomes were rated as moderately Satisfactory. Some outcomes have not been achieved. Generally, the project performed well with activities targeted to governments, and in the area of public sensitization and awareness raising. Business entities have participated in the project. However, innovative business models for financing and taking up of technologies and good practices by business entities were found to be a challenge. Likelihood of leading to impact was rated as likely. Overall outcome has been achieved however its indicators only measured government activities but not mentioning private entities and other stakeholders. Upscaling of good practices was an important driver for the achievement to the intermediate state which was not so strong. Nevertheless, the project contributed the strengthening international coordination for reduction of land-based pollution.
15. Financial Management is rated Satisfactory. The reviewer confirmed with Financial Management Officers (FMO) through interviews that financial management adhered UNEP rules and procedures. Communication between Project Management Officers (PMOs) and FMOs were confirmed as good and necessary budget revisions have been approved.
16. The efficiency of project is rated as Highly Satisfactory. The extension of project period from 58 month to 70 months are due to the expansion of activities regarding the development of national source inventories and national strategies/roadmaps/plans for plastic pollution and marine litter with additional funding. Initially, the project was designed to work with available budget. When additional funding became available, the project adjusted milestones and activities. COVID 19 changed the way of conducting meetings and sensitization activities. The use of online tools for communication and sensitization activities contributed the reduction of UNEP's footprint during part of the period of this project.
17. Monitoring and reporting are rated as Moderately Satisfactory. The project document included a detailed monitoring plan and budget. But actual monitoring was not implemented as planned. Some of the indicators were not relevant to the respective outcomes or outputs. Gender and marginalized group were not mentioned in the monitoring plan.
18. Sustainability of project is considered as Likely. The country driven processes of intergovernmental negotiation for plastic pollution and sustainable nitrogen management show strong political support on those issues. Continuous efforts through three global partnerships (GPML, GPNM and GWWI) provide institutional sustainability to project achievements.

19. Factors affecting performance are rated as Satisfactory. Country ownership, preparation and readiness, communication and awareness, environmental social risks and safeguards are rated either Highly Satisfactory or Satisfactory. Quality of supervision, stakeholder participation and gender and human rights are rated as Moderately Satisfactory. The project was highly satisfactory in strategic relevance, quality of project design, efficiency, and country ownership. The likelihood of impact was rated as Likely.
20. The project was successful in raising the status of importance of three thematic issues (plastic pollution and marine litter, nutrients and wastewater). The project contributed to increasing strategic importance of marine-based pollutions in UNEP's strategy. Increased amounts of donor funding and the number of contributing donors is another indicator that governments are taking land-based pollution sources as important issues to respond to.
21. The project was successful in strengthening the global governance or mechanism of responses to land-based marine pollution (Outcome 1). The decision to move marine pollution issues from GPA to UNEA and the adoption of UNEA resolutions on plastic pollution and on sustainable nitrogen are evidence of strengthening global governance for coordinated action to tackle marine pollution.
22. The project successfully provided policy and technical support to governments. The support for the development and implementation of national source inventories and national strategies/roadmaps/plans on plastic pollution and marine litter has been replicated to 19 more countries with additional funds, far exceeding the target number of countries.
23. Strong country ownership of intergovernmental processes is contributing to the success of the project. Countries drive the implementation of UNEA resolutions with support provided by the project.
24. Monitoring and assessment tools and methodologies, as well as guidelines developed by the project are widely used. Almost of all countries monitor and report coastal eutrophication (SGD 14.1.1a) by using the methodology proposed by the project in collaboration with the Law Division. The developed guideline for small-scale decentralised wastewater in Tanzania became the national guideline of the country.
25. The development of the GPML Digital platform for plastic pollution and marine litter was a successful knowledge management tool developed by the project. The platform hosts 2677 resources and has 60 countries, 162 private sectors and 1431 individual users. The success of this digital platform can be replicated to nutrients and/ or wastewater.
26. The involvement of business entities and private sectors are by participating sensitization and capacity building activities. Private sectors are represented by global partnerships. The project targeted insurance sector to raise awareness on risk by plastic pollution to the sector. Global coalition by private sector are formed as the result of UNEA 5/14 in 2022. There are fewer uptake of good practices and technologies by individual business entities than expected.
27. The project management was rated as Satisfactory. SSPU's weekly meetings were used to monitor the implementation. The proposed Project Steering Committee or other oversight system was not implemented although the consultation and communication with UNEP's other branches were assumed. A structured and transparent management system could have been placed for the management of the project.
28. Monitoring of the project was also rated as Moderately Satisfactory. The monitoring plan was described in the project document in detail with data sources and collection methods. However, the plan did not seem to be used much for actual monitoring. Implementations were regularly reported through UNEP's Programme Information and Management System (PIMS) and Integrated Planning, Management and Reporting (IPMR). Reporting of some achievements did

not indicate the sources of information and it was not easy to validate the achievement. Some of the indicators could have improved its relevancy to the outcomes.

29. Based on the findings from this review, the project demonstrates a Satisfactory performance. A table of ratings against all review criteria is found in the Conclusion section, below.

Lessons Learned

30. Lesson 1: The project was successful in raising awareness of three priority issues (nutrients, wastewater, and marine litter) to the next levels.
31. Lesson 2: The structure of combining thematic and cross-cutting themes in project design was ambitious, there are pros and cons.
32. Lesson 3: Uptake or replication of good practices or innovative technologies by business sectors were challenge. Engaging with private sectors require dedicated resources and targeted activities.
33. Lesson 4: Indicators measuring the process require qualitative and quantitative information to better describe changes or achievements of the project.
34. Lesson 5: Collaborative approach between nutrients and wastewater are effective way to showcase how these two issues are interlinked and demonstrate an example of Source to Sea approached to marine pollution.

Recommendations

35. Recommendation 1: Output and outcome indicators need to be “SMART” to the achievements.
36. Recommendation 2: Cross-cutting components in the project design need to take into consideration that different sources of pollution have different stakeholders. Indicators can be set for each thematic issue to define responsibility of implementation, monitoring and reporting.
37. Recommendation 3: For the involvement of private sector, dedicated activities, resources are required. Alternatively, consider changing the nature of involvement of private sector.
38. Recommendation 4: Collaboration or cross-thematic approach for nutrients and wastewater is encouraged.

Validation

The report has been subject to an independent validation exercise performed by UNEP’s Evaluation Office. The performance ratings for the project ‘Protecting the Marine Environment from Land-based pollution through strengthened coordination of Global Action’ (PIMS ID 2049), set out in the Conclusions and Recommendations section, have been adjusted as a result. The overall project performance is validated at the ‘Satisfactory’ level. Moreover, the Evaluation Office has found the overall quality of the report to be ‘Satisfactory’ (see Annex IX).

I. INTRODUCTION

39. This Terminal Review report of “Protecting the Marine Environment from Land-Based Pollution through Coordinated and Strengthened Global Action” (Programme of Work Project No 522.4) was prepared in accordance with TOR developed for this purpose by the UNEP. It conforms to the UNEP Evaluation Policy and the UNEP Programme Manual.
40. The project commenced in March 2019 with the implementation period of 58 months. The initial project budget was \$16,855,701. The project document has been revised twice, first in July 2020, and then in August 2021. In the latest revision (Revision 2), the project period was extended until March 2025 (for the marine litter/plastics waste activities). The total approved budget in the Revision 2 is \$ 53,198,734.
41. The overall objective of the project is to strengthen responses to the land-based pollution to marine environment and address related issues of concern identified by governments. This includes strengthening of co-operation around the prevention of land-based pollution by fostering actions targeting the sources of marine litter, nutrients and wastewater pollution.
42. The project was implemented and managed by UNEP, Ecosystem Division, Marine and Freshwater Branch in partnership with other UNEP Divisions (Science, Law, Communication, and Economy Divisions), Regional Offices for Africa, Europe, North America, Asia-Pacific, Latin America and the Caribbean, and West Asia Offices. The project’s partnerships include Regional Seas Programmes: Caribbean Environment Programme, Coordinating Body on the Seas of East Asia, Nairobi Convention, Abidjan Convention, Barcelona Convention, Teheran Convention, and Northwest Pacific Action Plan.
43. The Global Programme of Action for the Protection of the Marine Environment from Land-based Activities (GPA) adopted in 1995 is the only global environment initiative directly addressing the connectivity between terrestrial, freshwater, coastal and marine ecosystems. GPA has identified nutrients management, marine litter and wastewater as priority source categories to address to tackle land-based pollution. Global partnerships on each of these issues were established: Global Partnership on Plastic Pollution and Marine Litter (GPML), Global Partnership on Nutrient Management (GPNM) and Global Wastewater Initiative (GWWI). UNEP is the secretariat of these partnerships. The project worked closely with GPML, GPNM and GWWI.
44. The project worked with external partners. GRID Arendal, the Stockholm Environment Institute (SEI), the EcoSan Network, UNEP-DHI, the International Water Association (IWA) are the executing partners who championed knowledge generation and dissemination. The project also collaborated UN organizations and multilateral financial institutions: African Development Bank (AfDB), UN-Habitat, FAO, WHO, IAEG-SDG and others. In addition, demonstration and sensitization, and trainings were executed by academic and research institutions, NGOs, and national governmental entities.
45. This Terminal Review (hereafter, the review) is conducted to assess the project performance in terms of its relevance, effectiveness, and efficiency, and determine both its potential and actual outcomes and impacts, as well as their sustainability. The reviewer also examined the implementation of the project and its use of budget, and extra-budgetary financing from its inception in 2019 until December 2023.
46. Further, the review aimed at identifying lessons of operational relevance for future project formulation and implementation, while generating recommendations that are relevant to all of UNEP.
47. Target audience for the findings of this review is varied: each with different interests and needs, namely UNEP staff; regional, national, and international partners; stakeholders; and project managers of similar projects.

II. REVIEW METHODS

48. The reviewer used a mix method of combining qualitative and quantitative data, and information for analysis. Collected information was triangulated to reduce biases. Seven steps of the review were: inception reporting, document review, key informant interviews, information processing and analysis, terminal review report drafting, stakeholder review and feedback, and finalization of the review report.
49. At the inception stage, the reviewer collected existing documents, data from information management systems, and online publications. The inception meeting was conducted online with programme management officers (PMOs) in charge of the review. Main discussion points of the inception meeting were: facilitating access to databases, selection of candidate interviewees, and the review schedule. In this phase, the reviewer conducted the quality of project design assessment, reconstructed the project's Theory of Change (ToC) and, the analysis of stakeholders' roles and contributions. Those findings were compiled in the inception report. The report was reviewed by the Source to Sea Pollution Unit (SSPU) team who are the lead implementer of the project. Comments from the team member were reflected in the final inception report.
50. Document review was conducted mainly sourced from UNEP's online information systems namely Project Information Management System (PIMS) and Integrated Planning Management Reporting (IPMR, limited to summary report) where outputs and outcomes-based activities were reported chronologically. Policy papers including UNEA resolutions and information from various websites were also examined. The list of documents used for this review is provided in the annex of this report.
51. Semi-structured key informant interviews were conducted via online. PMOs responsible for outputs, project partners and executing organization were interviewed. The selection of partners and organization were recommended by PMOs during inception stage.
52. The objective of the interviews was to gather information about progress, achievements and implementation arrangement and gain insights about project. Further, challenges of implementation, possible impacts and lessons learnt were discussed. With consent of interviewees, all the interviews were recorded, and transcripts were produced for data analysis purposes. Table 1 shows the type and number of interviewees.

Table 1 Type and number of interview respondents

Type of respondents	Number of respondents	Gender ratio
Project management officers	6	2 (M) 4 (F)
Partners	2	2 (M)
Beneficiaries	2	1(M) 1(F)
Total	10	5 (M) 5 (F)

53. Collected information and data were cross-checked and triangulated to enhance the validity and credibility of findings and mitigate any biases.
54. The UNEP Evaluation Office's Review Criteria Ratings Matrix (version 2021) was used for the rating of the performance of the project, based on three continuous scales from: 1. Highly Satisfactory (HS) to Highly Unsatisfactory (HU); 2 Highly Favourable (HF) to Highly Unfavourable (HU); and 3. Highly Likely (HL) to Highly Unlikely (HU).The rating, score, weight, and weighted score of each performance criterion of the project, and the overall rating for the project was based on the average of the scores of all the criteria rated.

55. Throughout this review, ethics and human rights issues were highlighted, while protecting anonymity and confidentiality. Interviewees were informed about the confidentiality and anonymity, freedom to skip questions and end interviews anytime according to the UN Standards of Conduct. Advanced consent for the recording for the interviews were confirmed before the interviews. The reviewer was familiar with United Nations Evaluation Group's Norms and Standards of Evaluation and has completed UNICEF's Prevention of Sexual Exploitation and Abuse (PSEA).
56. The main limitations of the review were the limited number of PMOs, partners and beneficiaries available for the interviews. Some key staff who have already left the positions were not available for the interviews. However, the key informant interviews provided much needed detailed information and insights of the project and their achievements. Therefore, this limitation did not affect the quality and objective of overall Terminal Review.

III. THE PROJECT

A. Context

57. Land based pollution has been widely recognized to impact the health of aquatic ecosystems such as coastal and marine ecosystems. Overall, it is estimated that 80% of the pollution loads in oceans and coastal waters originate from land-based activities. The origins of pollution are municipal, industrial and agricultural waste. Wastewater and nutrient run-off from agriculture, power generation, heavy industry, automobiles, and other sources are the contaminants of water bodies. Released pollutants in the water largely affect the most productive areas of the marine environment, including estuaries and wetlands. The costs related to the pollution of coastal waters are significant and the Millennium Ecosystem Assessment Report (2005)² suggests these to be US\$16 billion annually, costing human health, ecosystem and local economies. Pollution in the water also contributes to heighten exposure and vulnerability to climate change that affects cities and communities living on the coast through sea level rise, ocean acidification as well as changes in temperature regimes and cycling of ocean currents.
58. GPA was adopted in 1995 as the only global environment initiative directly addressing the connectivity between terrestrial, freshwater, coastal and marine ecosystems. The broad scope of GPA addresses the source categories of sewage, persistent organic pollutants (POPs), radioactive substances, heavy metals, oils (hydrocarbons), nutrients, sediment mobilization, and marine litter including plastics, and the physical alteration and destruction of habitats.
59. GPA's Intergovernmental Review Meetings (IGR) were organized every 5 years to review the progress made by countries in the implementation of the GPA through their respective National Action Plans and to provide direction on future implementation. The GPAs has identified nutrients management, plastics and marine litter, and wastewater as priority source categories to address and established global partnerships on each one of these issues: GPML, GPNM and GWWI.
60. The continuous amount of solid waste that ends up in the environment and the slow rate of degradation of most items in the ocean, on the sea floor and coastal shores has become an economic, environmental, human health and aesthetic problem. Complex and multi-dimensional challenges posed by especially plastic pollution has become a global concern. In 2016, more than 335 million tonnes of plastic were produced globally, and only a very small percentage was recycled. Estimated an average of 8 million tonnes of plastic finds its way into the world's oceans each year, costing a minimum of \$ 8 billion per year in environmental damage to marine ecosystems, incurring financial losses for fisheries and tourism as well as time spent cleaning up beaches.
61. Once in the ocean, plastic does not go away: it fragments, eventually breaking down into small pieces known as micro-plastic, which may contain or absorb chemicals such as POPs that may be transferred into the food chain upon ingestion by marine organisms. Few places around the globe have not been infested by this material. Unless there is improved management of solid waste and other land and marine based sources and activities, including prevention, reduction and control, the situation is likely to get worse. Projections over the next 10 years show an increase of 40% of plastic production. Upstream action in relation to production reduction and redesign of products is essential which must be guided by life cycle analyses for targeted interventions.
62. There are growing concerns about the levels of reactive forms of nitrogen and phosphorus, collectively termed 'nutrients'. Excessive fertilizer, livestock waste runoff, wastewater and industrial emissions leak to the environment beyond the regenerative capacity of freshwater and marine ecosystems. One of the main impacts of excess nutrients is eutrophication, causing

² Millennium Ecosystem Assessment, 2005. Ecosystems and Human Well-being: Synthesis, Island Press

excessive plant growth and resulting in a depletion of oxygen in water. Deoxygenation and hypoxia in coastal waters due to land-based nutrient pollution has increased exponentially since the 1960s. It is estimated to cover an area of about 245,000 km² worldwide³ with over 700 eutrophic and hypoxic coastal systems worldwide identified.⁴

63. The economic costs of nutrient pollution are not well understood, although a few estimates have been published. According to a recent estimate, loss of coastal fisheries and ecosystem services due to nutrient pollution-driven hypoxia is valued at about US\$170 billion per year⁵, as quoted in Our Nutrient World Report 2013. At the global level, it is estimated that about one-third of all edible food produced for human consumption is wasted per year. These 'preliminary' estimates show a clear linkage with major economic costs associated with both environmental damage from nutrient pollution, and loss and waste from nutrients and products in the food chain. Nutrient management represents a nexus that unites many global development issues.⁶ It presented the case for how improved management of nutrients would simultaneously make quantified contributions toward meeting existing global commitments for improving or protecting water, air, soil, climate and biodiversity. At the same time, it could deliver consequent contributions to food and energy security with major net social and economic benefits.
64. The amount of wastewater globally produced every day is on the rise. Estimated nearly 80 percent of the wastewater produced globally is released in the environment without treatment or adequate treatment. The proportion of discharge of untreated water is higher in developing nations: only 8 percent of the wastewater in low-income countries undergoes any kind of treatment while high-income countries treat about 70 percent of their municipal and industrial wastewater. Managing sanitation and wastewater sustainably allows to minimize the depletion of water resources, avoid environmental degradation and protect human health. Conventionally, wastewater is seen as a liability instead of as a renewable resource in the hydrological cycle. However, once it is used, it can be reused again. In fact, reuse and recovery of wastewater is not only good for the environment, but also economic necessity. It is estimated that every dollar invested in safe water and sanitation has a pay back of US\$3 to \$34 depending on the region and technology deployed⁷.
65. A key challenge of wastewater pollution is the limited understanding among both the public and decision makers regarding the importance of reusing wastewater. Also, the risks related to wastewater and sanitation value chains are often not assessed or mitigated. Wastewater reuse and sustainable management of sanitation include a need for stronger governance and active public sector working to shift the paradigm from wastewater seen as waste to wastewater seen as a valuable resource. Adequate institutional frameworks and instruments are also required to support this change together with appropriate technical solutions and innovative financial mechanisms. Project "Managing Wastewater Through Global Partnership" implemented from 2014 to 2018 helped to raise awareness of wastewater as resources not as burden, but there is still more to do to shift the perception of stakeholders.
66. The identified root causes of land-based pollutions are the lack of application of good practices and sustainable consumption approaches in mitigating marine pollution, which could change the course to reduce pollution flowing into water systems. Knowledge and information on best practices to protect the marine environment from pollution are often not readily accessible or effectively translated to meet needs of stakeholders. In many cases, substantial information is held by the myriad of national, regional international agencies or across academia. However, the challenge is the ability to place information where it is best needed in the appropriate cultural and socio-economic contexts and at the right time. In other cases, the information is simply not

³ UN DOALOS, 2016

⁴ Diaz et al., 2010

⁵ Diaz et al., 2010

⁶ Our Nutrient World 2013

⁷ Concoran et al., 201

available or where information is available, dissemination may be limited to a narrow subset of stakeholders.

67. Lack of an enabling environment for technology development and environmental innovation is another identified issue. Investments in technology development tends to be more at the production end, and pollution mitigation is seldom considered as part of the value chain. Consequently, the costs to the environment from potentially polluting production processes tend not to be internalized nor it does not create a drive toward investment that trigger innovation in circular economy to reduce harmful emissions. A lack of, or low level of incentives through policy and fiscal measures by governments to enhance environmental innovation by the private sector, including through participation in research and development further exacerbates this problem.
68. Low priority accorded by governments and undercapitalization remains a challenge. In many countries, there is ineffective or absence of policy to create an enabling environment for mainstreaming pollution management into wider development frameworks and ensuring sustained interventions in both public and private sectors. Although the challenges of plastic pollution are related to municipal waste management and untreated wastewater discharges are recognized as public health risks, the issues tend to be dealt with in a fragmented manner and are often undercapitalized as they fall within the public sector management with limited options for cost recovery. Adopting an integrated source-to-sea or ridge-to-reef approach for addressing land-based pollution continues to present challenges for many countries.

B. Objectives and components

Results Framework

69. The overall objective of this project is to strengthen responses to land-based pollution of the marine environment and address related issues of concern identified by governments. This also includes strengthening the co-operation around the prevention of land-based pollution by fostering action targeting the sources of marine litter, nutrients and wastewater pollution.
70. The project is structured with six main components, each delivering related outputs as shown in Figure 1. There are three cross-cutting components: (i) global governance, (ii) monitoring and assessment and (iii) awareness-raising. Three thematic components related to the priority areas of marine pollution are; (i) plastic pollution and marine litter, (ii) nutrients, and (iii) wastewater.

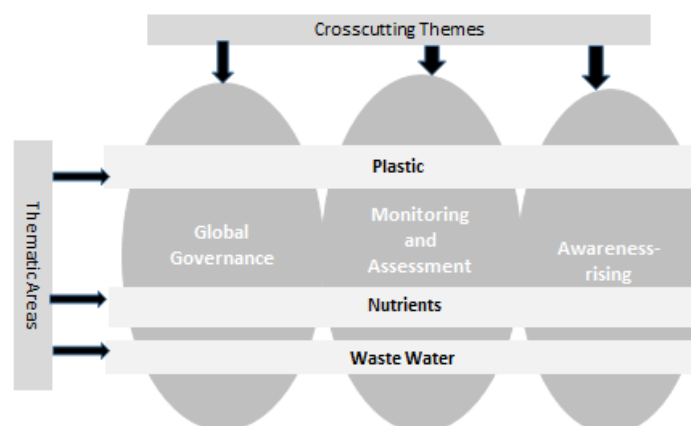


Figure 1 Structure of the Project

71. The achievement of Output A (cross-cutting component): Technical and policy support to strengthen intergovernmental processes for global coordinated response is linked with Outcome

1 of strengthening global governance to respond to the marine pollution. An improved “oversight” is put in place to enhance direct input from countries and UN agencies to establish a clear, functional and synergistic relationship to the UNEA in terms of setting strategic directives, monitoring and reporting. Activities are centered in assisting the intergovernmental processes of future direction of GPA.

72. Output B provides policy support, technical assistance, and demonstrations for enhancing the governance framework to address marine litter and (micro) plastics. Outcome 2 is linked with actions for three priority sources of pollution plastic pollution and marine litter (Output B), nutrients (Output C), and wastewater (Output D). The achievements of Output B substantially contribute to the implementation of the UNEA mandates 4/6, 4/11, and 5/14.
73. Output C supports stakeholders for sustainable nutrients through tools, approaches, frameworks, and demonstration sites made available for sustainable nutrient management. Working closely with GPNM, the project activities focused on establishing global consensus and coordinated action for the nutrients in UNEA 4/14 and 5/2 for sustainable nitrogen, and development of global guidelines and regional action plans. Activities for phosphorus were added in the revised version of project document.
74. Output D is focused on providing technical assistance, guidance, demonstration sites, and knowledge to support enhanced sustainable wastewater management. Access to knowledge products for sustainable wastewater management, demonstration of innovative wastewater treatment projects and creating and utilizing blended finance were the corresponding activities. Joint events with GWII, GPNM and GPML were also part of the activities.
75. Outcome 3 is the crosscutting area linked with Outputs E and F. Output E is to enhance utilization of monitoring and assessment tools and methodologies in regions and countries. Output F is aimed at building a knowledge hub for awareness creation and capacity building for behavioural changes. Both Outputs are cross-sectional in three thematic areas: plastic pollution and marine litter, nutrients and wastewater.
76. Three outcomes are intended to achieve cross-cutting themes of: Strengthening global governance (Outcome 1); Development of monitoring and assessment tools and methodologies (Outcome 2) and Awareness creation (Outcome3). Achievements of three outcomes lead to the achievement of project outcome of source-to-sea good practices whereby governments, businesses and civil society make considerable changes in their policies, strategies and action plans to tackle pollution caused by marine litter, wastewater and excessive nutrients.
77. This achievement leads to an eventual reduction in the influx of pollutants to coastal waters as a result of upstream actions within relevant multilateral environmental agreements and commitments under UNEA resolutions, in alignment with sustainable development goal targets 6.3 and 14.1 sources of marine pollution developed or implemented by government, business entities and relevant stakeholders. Table 2 shows the results framework.

Table 2 Results framework

Output	Intermediate Outcome	Overall project Outcome	Intermediate State	Impact
A: Governments and stakeholders advised and supported to strengthen intergovernmental processes for global	1: Strengthened mechanism for global coordinated response on marine pollution endorsed	“Source to Sea” good practices, policies, legal, institutional and fiscal strategies for	Reduced influx of pollutants to coastal waters as a result of	Improved socio-economic and environmental

coordinated response on marine pollution	by governments and stakeholders	addressing land-based sources of marine pollution developed or implemented by government, business entities and relevant stakeholders	upstream actions.	conditions due to improved quality of the marine environment at national and trans-boundary scales.
B: Policy support, technical assistance, demonstration sites made available to countries in support of the global Governance framework to address marine litter and microplastics	2: Government, business entities and stakeholders uptake innovative tools, policies, best technologies and innovative financial mechanisms to encourage good practice and behavioral change to reduce marine pollution			
C: Tools, approaches, frameworks, and demonstration projects for enhanced sustainable nutrient management				
D: Technical assistance, guidance, demonstration sites, and knowledge products made available to countries to support enhanced sustainable wastewater management				
E: Monitoring and assessment tools and methodologies made available to enhance national and regional capacities	3: Government, business entities and relevant stakeholders assess and monitor the state of the marine environment and make decisions based on scientific evidence			
F: Knowledge hub, operational, awareness and capacity provided to change behaviour and drive action				

C. Stakeholders

78. Several stakeholders were involved in the project. Those were: governments and their institutions, UNEP branches including regional offices and regional sea programmes, GPA partners, Intergovernmental Organizations, academic and research institutions, private sector entities, NGOs and civil society organizations. Each group contributed by bringing their expertise for the achievement of the project objective.
79. National governments and their institutions were the beneficiaries as well as key drivers of the development of intergovernmental structures for global responses to tackle land-based marine pollution. Countries were supported technically and financially for the development of source inventories and national action plans. Capacity building events and activities in country, regional or globally, helped them to gain knowledge, and share information, data and experiences with

other countries. The participation of countries was identified at the inception phase of the project. Further, the countries requested assistance or support during the project period.

80. Countries represented as member states to UNEA, GPA and Regional Sea Conventions were key drivers for setting up global directions of environmental governance. The UNEA resolution of 5/14 towards a legally binding agreement of plastic pollution was driven by countries with technical and logistical support provided by the project. Also, the national governments or institutions represented as steering committee members or expert groups of GPML, GPNM and GWWI.
81. Donor countries are also important project stakeholders. The funding for the project was provided from 14 countries, 2 groups/regional groups and one development bank. The number of donors were increased from 11 at the project inception to 14 by the time of this review.
82. The project was implemented by the Source to Sea Pollution Unit (SSPU) of the Ecosystem Division of UNEP, formally the secretariat of GPA. SSPU is based in Nairobi, Kenya and functions as secretariats of GPML, GPNM and GWWI. Other UNEP branches of the Ecosystem Division and other divisions were involved in the project development and implementation within their mandates and expertise. Those divisions were: Law, Ecosystems, Economic, Science, and Communication Divisions. The project activities were implemented in close coordination with regional offices and regional sea programmes. External partners such as GRID Arendal executed some activities especially for knowledge creation and raising awareness.
83. GPML, GPNM and GWWI played important roles in providing leaderships in execution of thematic components: plastic pollution and marine litter, nutrients and wastewater. Their members are the experts of respected fields and representing governments, academics, private sectors, International Organizations, NGOs and civil society. These partnerships are broad-based, multi-disciplinary where they bring global expertise to the project. In the project, they provided technical or scientific advisory, reviewed publications and reports, monitored project achievements, and hosted capacity building events and seminars. Represented by governments, academia, private sectors, international organizations, and civil society, those partnerships provided forums for dialogue and exchange of information and views. They played critical roles to raise awareness of and expand the constituencies of issues concerned.
84. The private sector was a part of the multi-stakeholder partnerships, and participated sensitization events, seminars and massive online courses, and provided data to GPML Digital Repository. In Sept. 2022, the Business Coalition of Plastic Treaty was launched with business sectors of plastic value chain, indicating strong interest on a legally binding treaty on plastic pollution.
85. NGOs executed demonstration projects in wastewater in Malaysia, Tanzania, and India. Citizen volunteers played a huge role in the data collection of Mississippi River Plastic Pollution Initiative which localized activities brought participation of municipality or local governments on board to the project. NGOs are the key stakeholders for campaigns such as Beat the Micro Beat. Many online webinars and seminars were open to individuals, bringing down the project benefits to the individual levels.
86. Academia had a strong presence in sustainable nutrients management that led to UNEA resolutions. A pilot project in a Chinese university on sustainable nitrogen, and UK centre for Ecology and Hydrology on leading international phosphorus dialogues are some examples of Academia's involvements.
87. Gender equality and equity were given serious considerations in the project. As GPML expands their steering committee members, they take the representation of women and regional balance as key considerations. A wastewater demonstration project in Malaysia selected the region of high indigenous population as beneficiaries. The technology proposed in the demonstration not only benefitted improved wastewater treatment but could bring improved sanitation, especially to female hygiene.

88. Table 3 summarizes the level of interests and influence of stakeholders involved in this project. Level of interests, level of influence and contribution/benefits are rated as: High (H), Medium (M), and Low (L).

Table 3 The level of interests and influence of stakeholders

Stakeholder	Level of Interests	Level of Influence	Contribution/benefits
Governments and their institutions	H	H	H
Donor communities	H	H	H
UNEP (Source to Sea Pollution Unit)	H	H	H
UNEP other divisions	H	M	H
UNEP regional offices	M	M	M
Regional Sea Convention/Programmes	H	H	H
GPML, GPNM and GWWI	H	H	H
Private Sectors	L	M	M
Academia	H	H	H
NGOs and civil societies	H	M	M

D. Project implementation structure and partners

89. Source to Sea Pollution Unit (SSPU, formerly The GPA Coordination Office) of Marine and Freshwater Branch of Ecosystems Division is the lead implementer of the project. Its project management unit is responsible for the implementation of the project in accordance with UNEP policies and management protocols and ensuring that the project meets its objectives and achieves expected outcomes in an efficient and effective manner.

90. Under the supervision of the Chief of Unit, the Programme Coordinator of SSPU assumed an overall responsibility for the implementation of the project. The PMOs of three thematic components managed respective outputs on a day-to-day basis and maintained liaison with regional offices and other UNEP branches and partners. The PMOs coordinated support for national governments to implement actions such as source inventory on the ground and was responsible for monitoring and reporting on the outcomes of the project. The reviewer confirmed that the project steering committee was not formed, instead project activities and achievements were presented, and issues of implementation were discussed in weekly SSPU meetings.

91. SSPU coordinated entire project activities with other divisions of UNEP, regional offices and Regional Sea Programmes and external partners based on their technical expertise and mandates. GPML, GPNM and GWWI provided technical and scientific advisories on issues of topic and forums for dialogue and discussion among stakeholders. Demonstration projects were managed by SSPU with the supports of regional office or Regional Sea Programmes. The conceptual implementation structure of the project is shown in Figure 2.

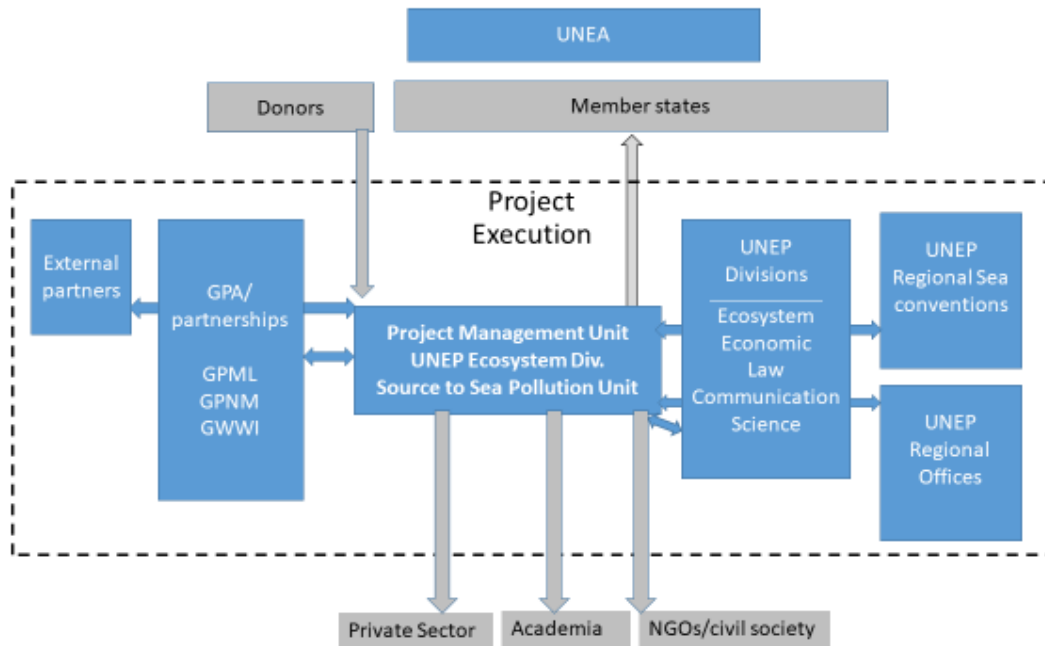


Figure 2 Implementation structure of project

E. Changes in design during implementation

92. The project commenced in March 2019 with the implementation period of 58 months. In August 2022, the project period had been extended from December 2023 to March 2025. The additional extension of project activities are limited to plastic pollution and marine litter.
93. The first revision of project was approved in July 2020. The purpose of the revision was to revise or increase project activities and outputs' targets until 2023; corresponding to the increased project budget. The original project documents previously stipulated most of the activities up to 2021. There were some delayed activities due to the consultations on GPA governance took longer. This affected the implementation of activities related to GPML, GPNM and GWWI. The revision of governance structure of GPA was called for in which was approved by UNEA 5 in 2021.
94. Another reason for the extension was to facilitate spending of funding received from Norway and Japan by 2023. The "Osaka Blue Ocean Vision" adopted at the G20 Osaka Summit in June 2019 brought additional funding from Japan as an addendum to Countermeasure II project, which is a part of this project. Also, the cash from the GPA Trust Fund was recovered to help implement some of the activities. Major changes in this revision entailed added milestones from 2021 till the end of project in 2023.
95. The second revision was approved in August 2022 with the extension of project period until March 2025. The reasons for this revision are: 1. Alignment with the new Mid-term Strategy (MTS) 2022-2025 and the Program of Work 2022-2023; 2. Adjustment to appropriately responding to UNEA resolution 5/14 "End Plastic Pollution: towards an internationally legally binding instrument" and 5/2 "Sustainable Nitrogen Management"; 3. Reflecting the addition of overall project outcome; 4. Reflecting changes in personnel and budgets.
96. The revision reflected an overall project outcome of "Source to Sea" good practices, policies, legal, institutional and fiscal strategies for addressing land-based sources of marine pollution developed or implemented by government, business entities and relevant stakeholders in the project document. This addition intended to clarify the end goal of the project.

97. Changes in personnel and budgets were reflected in the second revision. The secured income (funding) had significantly increased from approximately \$4.9 million in 2019 to \$18.0 million for 2022-25. The level of activities had increased as the achievement targets were revised to aim for higher value of targets. The revision also reflected the changes of personnel in SSPU.

F. Project financing

98. Financial tables below provide the details of project funding and expenditure. In the original project document, the approved project budget was \$16,855,701. The amount of budget increased each year as the project demonstrated the achievements. At the time of the second revision, total budget was significantly increased to \$ 53,198,734. The number of contributing donors has also increased from 11 countries in 2019 to 14 in 2022. Table 4 shows the project's funding sources at the end of 2023.

Table 4 Project Funding Sources Table

Funding source	Planned funding	% of planned funding	Secured funding ⁸	% of secured funding
<i>Cash</i>				
Funds from the Environment Fund	357,184.92	8.6	357,184.92	8.6
Funds from the Regular Budget	0	0	0	0
Extra-budgetary funding (listed per donor):				
Germany	108,132.34	0.29	108,132.34	0.29
France	387349.04	1.05	387349.04	1.05
Netherlands	791,402.03	2.14	791,402.03	2.14
Monaco	109,486.60	0.3	109,486.60	0.3
Group of sponsors	934,840.43	2.5	934,840.43	2.5
Canada	287,303.65	0.8	287,303.65	0.8
Nordic Council	114,559.71	0.003	114,559.71	0.003
Sweden	3,043,407.37	6.23	3,043,407.37	6.23
Finland	48,192.77	0.13	48,192.77	0.13
Norway	14,561,941.55	38	14,561,941.55	38
Switzerland	326,540.52	0.9	326,540.52	0.9
Denmark	976,503.66	2.6	976,503.66	2.6
Slovenia	82,730.09	0.22	82,730.09	0.22
AFDB	231,867.18	0.63	231,867.18	0.63
Korea	367,413.91	0.807	367,413.91	0.807
Japan	7,023,903.75	17.9	7,023,903.75	17.9
United States	6,632,790.33	16.9	6,632,790.33	16.9
<i>Sub-total: Cash contributions</i>	36,385,549.85		36,385,549.85	
<i>In-kind</i>				
Environment Fund staff-post costs	4,409,000	41.30397	4,409,000	41.30397
Regular Budget staff-post costs	0	0	0	0
Extra-budgetary funding for staff-posts (listed per donor)				
Sweden	913,022.211	8.553287	913,022.211	8.553287
Norway	3,058,007.73	28.64774	3,058,007.73	28.64774
United States	1,326,558.066	12.42733	1,326,558.066	12.42733
Japan	772,629.41	7.238073	772,629.41	7.238073

⁸ Secured funding refers to received funds and does not include funding commitments not yet realised.

Denmark	195,300.732	1.829598	195,300.732	1.829598
<i>Sub-total: In-kind contributions</i>	10,674,518		10,674,518	
Co-financing*				
Co-financing cash contribution				
Co-financing in-kind contribution				
<i>Sub-total: Co-financing contributions</i>				
Total	47,060,067		47,060,067	

All figures in USD

99. The expenditures per outcome is shown in Table 5. Outcome 1 was the most funded activities by far. The expenditure of Outcome 2 covers three thematic outputs, the reviewer was not able to get output based expenditures. However, POMs commented that some outputs were affected by the lack of budgets to execute their activities or to expand the activities.

Table 5 . Expenditure by Outcome

Component/Outcome	Estimated cost at design	Actual Cost/expenditure
Component 1 / Outcome 1	33,722,119.55	33,384,898.35
Component 2 / Outcome 2	1,588,064.55	1,564,243.58
Component 3 / Outcome 3	1,114,986.96	1,097,262.16

All figures are in USD

IV. THEORY OF CHANGE AT REVIEW

100. The Theory of Change (ToC) provides an overall picture of processes of changes initiated by the project and the causal pathways between outputs, outcomes, overall outcomes, intermediate state and impact. Table 6 below shows the comparison between original ToC described in the project document and reconstructed ToC in this review.

101. Reconstructed ToC table reflect the changes of project revisions and review of ToC during this review. In the reconstructed ToC diagram, long term impact was replaced to reflect the description in the project document. In Output C, “institutional framework” was added as project supported Working Group of sustainable nitrogen. In addition, the description of driver was rephrased.

Table 6 Reconstructed ToC

Formulation in original document described in ToC diagram	Formulation for reconstructed ToC at terminal review (RTOC)	Justification for Reformulation
Impact	Impact	
Healthy coastal and marine environment, improved human well-being	Improved quality of the marine environment at national and trans-boundary scales.	Impact described in the project document and described in the ToC was different. The reconstructed ToC reflected impact described in the project document.
Intermediate State	Project Objective	
Reduced influx of pollutants to coastal waters as a result of upstream actions	Unchanged	
Project Outcome	Overall project outcome	
“Source to sea” good practices, policies, legal, institutional and fiscal strategies for addressing land-based sources of marine pollution developed or implemented by government, business entities and relevant stakeholders	Unchanged	
Intermediate Outcomes	Intermediate Outcomes	
1.Strengthened mechanism for global coordinated response on marine pollution endorsed by governments at UNEA.	Unchanged	
2. Government, business entities and stakeholders uptake innovative tools, policies, best technologies and innovative financial mechanisms to encourage good practice and behavioural change to reduce marine pollution.	Unchanged	
3.Government, business entities and stakeholders assess and monitor the state of the marine environment and make decisions based on scientific evidence.	Unchanged	
Project Outputs	Project Outputs	
A. Governments and stakeholders advised and supported to strengthen	Unchanged	

intergovernmental processes for global coordinated response on marine pollution		
B. Policy support, technical assistance, demonstration sites made available to countries in support of the global Governance framework to address marine litter and microplastics	Unchanged	
C. Tools, approaches, frameworks, and demonstration projects for enhanced sustainable nutrient management	Tools & approaches, demonstration projects, and institutional frameworks made available to countries and stakeholders for enhanced sustainable nutrient management	Beneficiaries of output “countries and stakeholders” were added.
D. Technical assistance, guidance, demonstration sites, and knowledge products made available to countries to support enhanced sustainable wastewater management	Unchanged	
E. Monitoring and assessment tools and methodologies made available to enhance national and regional capacities	Unchanged	
F. Knowledge hub operational, awareness and capacity provided to change behaviour and drive action	Unchanged	
Assumption		
1. Governments commit to coordinated action across global and regional levels 2. Active support and commitment from private sector in advocacy and demonstration of good practices at national level 3. Willingness of all stakeholders to cooperate on scientific exchange and application of scientific principles in decision making 4. Marine pollution partnerships are empowered and remain actively engaged 5. Knowledge resources are easily available, accessed and used by stakeholders in decision making in application of best practices	Unchanged	
Driver		
1. The SDGs have committed countries to action to address and report on national efforts to address marine pollution; UNEA resolutions on pollution; commitments under Regional Seas Programme and Action plans	1. Countries have committed to action to address and report on national efforts to address marine pollution: SDGs, UNEA resolutions on pollution; commitments under Regional Seas Programme and Action plans 2. Unchanged	Since it is the countries who commit, not the SDGs, the sentence was rephrased.

<p>2. Growing and heightened awareness of impacts of LBS pollution on ecosystem & human health, particularly in respect to emerging pollutions and influences of climate change</p> <p>3. Resources constrains are being realized and there is recognition of the need for more sustainable consumption and production approaches</p>	<p>3. Unchanged</p>	
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102. There is a logical link from Outputs to corresponding Intermediate Outcomes. Outcome 1 of “strengthening mechanism for globally coordinated response” was made possible when intergovernmental processes were strengthened by governments in Output A. Achievements of Output B and C have also contributed to the strengthening global governance for the reduction of plastic pollution and marine litter, and sustainable nitrogen management. The assumption to achieve Outcome 1 is that governments commit to coordinated action across global and regional levels. Commitments to achieve SDGs is the driver for these changes.
103. When tools, approaches, technical assistance and guidance become available to governments, private entities and other stakeholders in Output B, C and D, government, business entities and stakeholder uptake innovative tools, policies, best technologies and innovative financial mechanisms to encourage good practice and behavioural change to reduce marine pollution. Then Outcome 2 is achieved. The assumption for this linkage is that private sectors and other stakeholders actively support and committee in advocacy and demonstration of good practices at national level. Growing and heightened awareness of impacts of land-based pollution on ecosystem & human health, particularly in respect to emerging pollutions and influences of climate change is the driving for the achievement of Output 2.
104. For the Outcome 3 to be achieved, governments, the private sector, other stakeholders are able to use monitoring or assessment tools and methodologies to make decisions based on scientific evidence. Achievements of Output E, monitoring and assessment tools and methodologies made available and Output F, knowledge hub operational, awareness and capacity provided to change behaviour and drive action leads to Outcome 3 achievement. For this achievement, willingness of stakeholders to cooperate on scientific exchange and application of scientific principles in decision making is assumed as well as access and use for knowledge resources for decision making in application of best practices. Growing and heightened awareness of impacts of land-based pollution on ecosystem & human health and realization of resources constrains and needs for sustainable consumption and production approaches are the key drivers.
105. Achievements of intermediate outcomes: strengthened international governance (Outcome 1), more decisions are made based on scientific evidence (Outcome 3) and increased uptakes of good practice, innovative technologies and financial mechanisms (Outcome 2) contribute to the realization of the project overall outcome of “source to sea” good practice, policies, legal, institutional and fiscal strategies for addressing land-based sources of marine pollution developed or implemented by government, business entities and relevant stakeholders.
106. Assumptions leading to outcomes to overall project outcome are: coordinated actions by the governments, continued active support and commitment by private sector for demonstration of good practices, and more stakeholders willing to cooperate scientific exchange and application of scientific principles in decision making. Commitment to SDGs, UNEA resolutions and regional and national action plans, growing and heightened awareness of impacts of land-based source pollution on ecosystem & human health and needs for sustainable production and consumption are the key drivers.

107. For linkage from overall outcome to intermediate state of reduced influx of pollutant to coastal water as a result of instream actions, continued empowered marine pollution partnerships that are actively engaged is the key assumption. Commitment to SDGs and UNEA resolutions and growing and heightened awareness of impacts of land-based source pollution on ecosystem & human health and needs for sustainable production and consumption remains as the key drivers.

108. Original ToC and reconstructed ToC are shown in figures below.

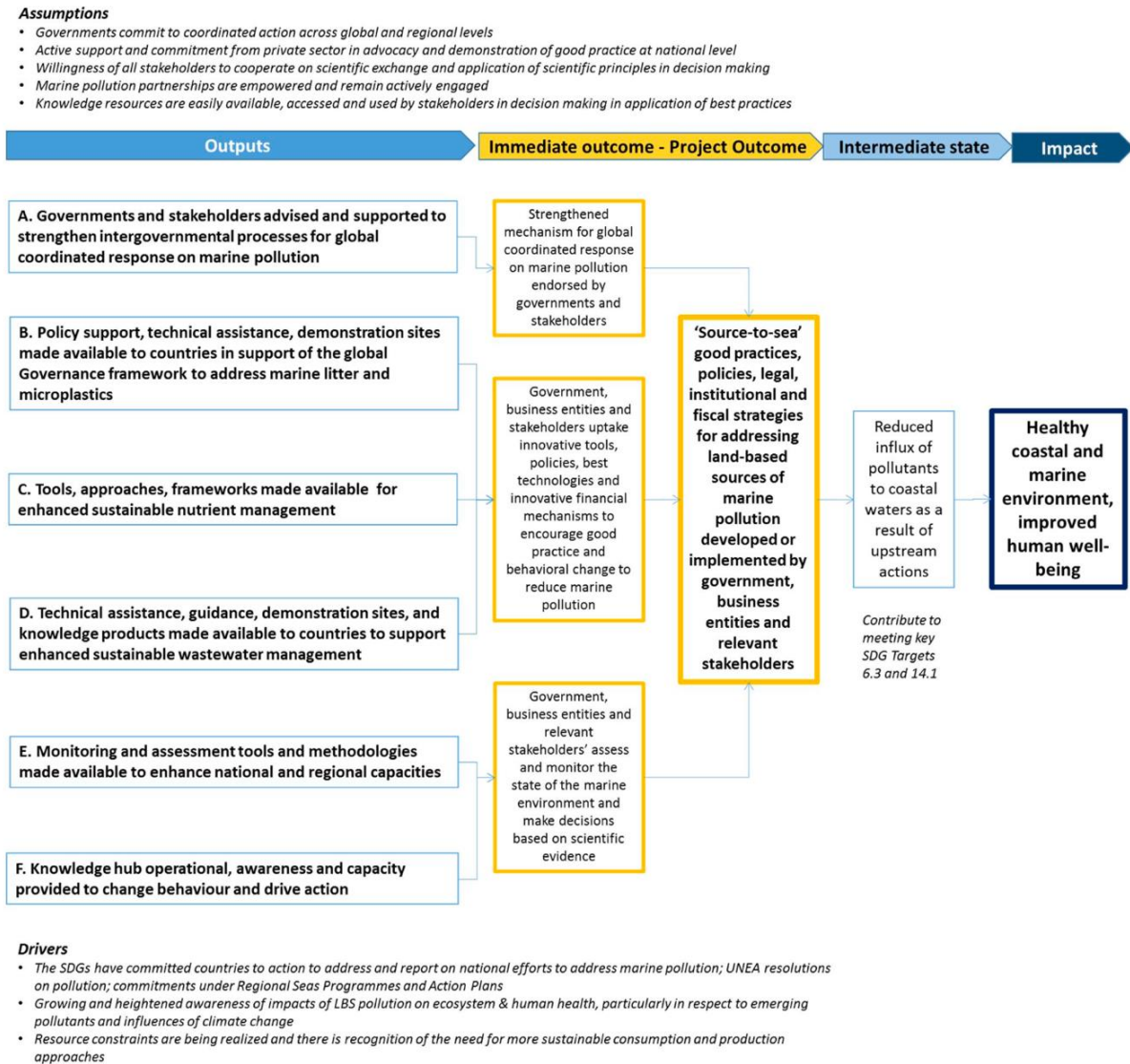


Figure 3 Theory of Change presented in Project Document

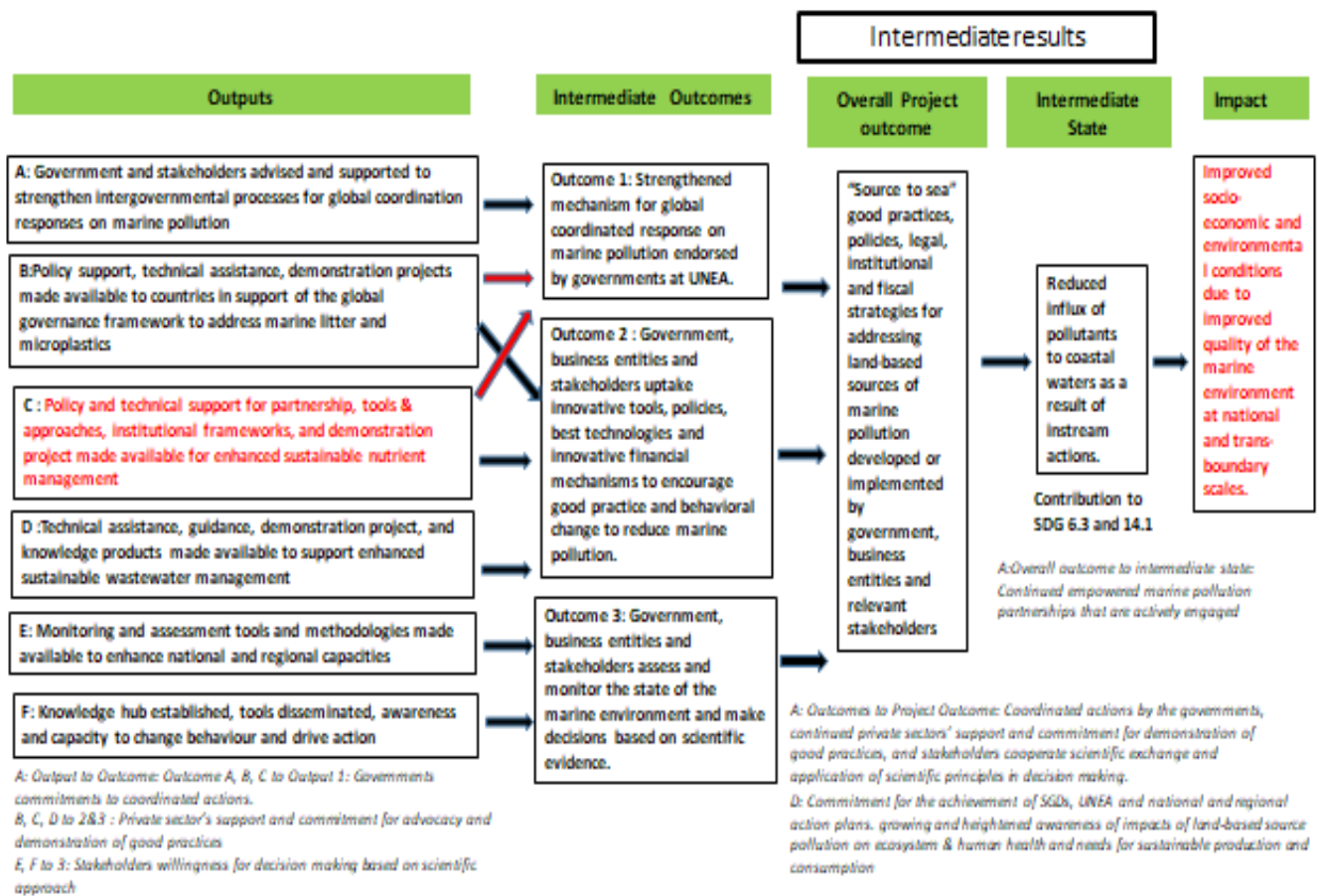


Figure 4 Reconstructed Theory of Change at the Terminal Review

V. REVIEW FINDINGS

A. Strategic Relevance

Alignment to UNEP's Medium-Term Strategy⁹ (MTS), Programme of Work (POW) and Strategic Priorities

109. UNEP's Medium-Term Strategy (MTS) 2022-2025 provides a mid-term perspective of the organizational goal until 2025. Implementation of MTS is described in the bi-annual Program of Work (POW). In this section, the project's alignment with MTS 2018-21 and 2022-25, with POW 2020-21 and 2022-23, and with relevant UNEA resolutions were assessed.
110. The project was aligned to the Chemicals, Waste and Air Quality sub-programme 5 of MTS 2018-21. The priority of this sub-programme is the management of chemicals and waste through supporting the implementation of the Basel Convention, the Rotterdam Convention, the Stockholm Convention, the Minamata Convention and the Strategic Approach to International Chemicals Management. Emerging concerns of micro-plastics, pharmaceuticals and other chemicals are all addressed in this project.
111. The project also contributes to MTS 2022-25, the sub-program of chemicals and pollution action. The project document was revised in 2022 to align with the current MTS. The project is particularly linked to Outcome 3 of the pollution pillar "Releases of pollutants to air, water, soil and the ocean are reduced." The overall outcome is achieved by scaling up of ongoing efforts to address land-based sources of freshwater and marine pollution, especially nutrients, wastewater and marine litter, including plastics, through the three global partnerships of GPML, GPNM and GWWI, as well as the Regional Seas Programme and relevant digital platforms. Further, the project encourages stakeholders to take evidence-based actions to identify key sources, pathways and hazards; and apply a Source to Sea approach and address the full life cycle of products by using tools and approaches, methodologies of the project.
112. The project's wastewater activities are aligned with UNEP's PoW 2022-23 direct Outcome 3.7 "Resilient waste and wastewater systems and infrastructure are up -scaled." Developing nations for sustainable infrastructure of water and wastewater management including natural infrastructure are supported in this Outcome. Demonstration projects in Malaysia, Tanzania and India present good examples of sustainable and natural infrastructures including low-cost technologies that fit to the needs of developing nations.
113. The project is relevant to with the POW 2020-21 in Sub-programme 5 "Chemicals, Waste and Air quality." UNEP embraces the Source to Sea approach to combat marine pollution by improving management of land-based sources of marine pollution. Further, the project is very relevant with the POW 2022-23, particularly Direct Outcome 3.2 "Land based sources of pollution in fresh water and oceans, including marine litter and nutrients are reduced." It is also relevant to POW 2022-23 Direct Outcome 3.3 "Reduction of global plastic pollution".
114. The project's activities are designed to respond to relevant UNEA resolutions, particularly UNEA 4/11 "Protection of the marine environment from land-based activities"; and 3/10 "Addressing water pollution to protect and restore water-related ecosystems"; 4/14 and 5/2 "Sustainable Nitrogen Management" ; 1/6 "Marine plastic debris and microplastics" (2014); 2/11 "Marine plastic litter and microplastics" (2016), 3/7 "Marine litter and microplastics" (2017), 4/6 "Marine plastic litter and microplastics" (2019) and 5/14 "End Plastic Pollution: Towards and international

⁹ 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>.

legally binding instrument". Achievements of Output B Indicator 1 "assessing to national source inventories" and Output C Indicator 1 "partnership dialogue" among others contribute to the implementation of these UNEA resolutions.

115. The project is highly relevant to UNEP's MTS 2017-21 and 22-25, POW 2020-21 and 22-23, and UNEA resolutions, therefore the strategic relevance is Highly Satisfactory.

Alignment to Donor/Partners Strategic Priorities

116. With more than 14 donors having contributed to the project, the reviewer selected two donors (Norway and Japan) that had the largest financial contributions to examine the project relevance with their policies or strategic priorities.

117. In Norway's updated Ocean Policy 2019, the country actively advocates for clean and healthy oceans, knowledge-based, sustainable management of ocean resources. This policy is reflected in Norway's international cooperation agenda. Norway is particularly concerned about plastic waste and is seeking raising awareness on marine litter to gain support to deal with it. Establishing global governance frameworks for plastic pollution, raising awareness and knowledge management of marine pollution in the project corresponds well to the Norway's Ocean Policy.

118. Marine pollution is one of the priority environmental issues of Japan's foreign policy. Japan led the adoption of the "Osaka Blue Ocean Vision" to reduce pollution by marine plastic litter to zero by 2050 during the G20 summit in Osaka, Japan. This project is aligned with the vision and well positioned to contribute to the achievement of vision. Subsequently, Japan funded the Countermeasure II project which is a part of this project. The project aimed at tackling plastic pollution in Lower Mekong (Thailand, Lao PDR, Cambodia and Vietnam) and Ganges River basin (India and Sri Lanka) countries.

119. For the above reasons, the relevance of project with selected donors is Satisfactory.

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

120. The project contributes to the achievement of SDG 6, indicator 6.3 "Improve water quality by reducing pollution, eliminating dumping and minimizing releases of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally." Key contributions of the project to this goal are: supporting the establishment of global governance and legal mechanisms to end plastic pollution; and shifting the public perception of wastewater from "waste" to "renewable resources".

121. The project also contributes to the achievement of SDG 14, 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", indicator 14.1.1a "Coastal eutrophication and floating plastic debris density ". With the Science Division, UNEP tabled the methodology for monitoring and metadata for this index during the 10th meeting of the Inter-agency and Expert Group on Sustainable Development Goal Indicators (IAEG-SDG). At the time of this review, most of the countries use the methodology for monitoring this indicator.

122. The project is well aligned with the Regional Seas Strategic Directions (RSSD) 2017-2020 Strategy 1 "Reduce marine pollution of all kinds in line with the SDG Goal 14.1." To implement the strategy, RSSD aimed at enhancing data and information, monitoring and assessment at national and regional levels, developing guidelines, baselines, regional indicators, and monitoring programs. Methodologies developed by the project are used for the monitoring of progress in the Regional Seas.

123. The project is relevant to Regional Seas Conventions. The project supports their action plans and implementation plans for the reduction of marine pollution. For example, the Cartagena

Convention adopted a Protocol Concerning Pollution from Land-Based Sources and Activities (LBS Protocol), which targets domestic wastewater and agricultural non-point sources of pollution, among others. The Convention was the first Regional Seas Programme to develop a regional action plan for sustainable nitrogen which was undertaken with support from the project. The list of Regional Seas Convention/Programmes and their relevant provisions to address land-based pollution were clearly indicated in the project document.

124. For the reasons stated above, the project is highly relevant to SDGs 6 and 14, and to the Regional Seas Programme.

Complementarity with Existing Interventions/Coherences

125. The project was well linked with existing campaigns and awareness activities by UNEP to tackle marine pollution. Started in 2017, the Clean Sea Campaign is the largest global campaign to raise awareness on plastic pollution and marine litter with 69 countries joining and 113,637 pledges collected¹⁰ The project provided the strategic direction, technical guidance and most of the financing for the Clean Seas Campaign in collaboration with the Communications Division and other relevant Divisions. Commitments by signatory countries now cover more than 76 per cent of the world's coastlines.
126. The project complements existing partnerships, GPML, GPNM and GWWI. The project contributed to and benefitted from their existing platforms, expert networks, and technical expertise and guidance. The progress of project activities was reported to and informed by the respective steering committees or regular meetings of members of the partnerships. Project activities led the development of the GPML Digital Platform, a key UNEP contribution to the partnership.
127. The project complements existing programs and partnerships. Therefore, the strategic relevance is Highly Satisfactory.

Rating for Strategic Relevance: Highly Satisfactory

B. Quality of Project Design

128. Based on the Quality of Project Design Guideline provided by UNEP's Evaluation Office, the reviewer examined the qualities of project design at the inception phase. The revised and final version is provided in this section. The listed design qualities are: A. operating context; B. project preparation; C. strategic relevance; D. intended results and causality; E. logical framework and monitoring; F. governance and supervision arrangements; G. partnerships; H. learning, communication, and outreach; I. financial planning; J. efficiency; K. risk identification and social safeguards; L. sustainability and replication and catalytic effect; M. identified project design weakness; and N. gender marker score. The project documents including revisions, project logical framework (Logframe) and ToC at design stage, and Project Review Committee meeting record are the major sources of this examination. The summary results are presented below.
129. A. Operating context was examined whether the project documents identified any unusual challenging operational factors that were likely to negatively affect project performances. There was no indication of unusual challenges in the project documents.
130. B. In terms of project preparation, the project documents articulated root causes, problems and situation analysis. Stakeholder analysis was presented including analysis on gender. Adverse economic and social consequences of land-based marine/coastal pollution to local, indigenous

¹⁰ <https://www.cleansas.org/?ga=2.31560126.1433051134.1709024327-483127461.1707976378> (viewed in 2nd Feb. 2024)

communities was also included. The draft project documents were circulated internally to UNEP divisions and regional offices and sea programs for comments. No external partners or beneficiaries were consulted at the development phase of project.

131. C. For the project's strategic relevance, UNEPs' MTS, POWs and relevant UNEA resolutions were clearly presented in the project document. The revision of the project document also reflected updated MTS and POWs. Complementarity with Regional Sea Conventions' strategies were well described as well.
132. D. In terms of intended result and causality, ToC of project document described the causal pathways generally. However, specific pathway from each output to outcomes could have been better presented linked with drivers and assumptions. General drivers and assumptions are described but not specific to each pathway. Key actors and stakeholders were not described in causal pathways.
133. Output, Outcome, and Overall Project Outcome were included in the second revision of project document but the log-frame in the original document did not include Overall Project Outcome. Indicators of Outputs are mostly "SMART", however some outcome indicators, especially measuring the changes of practices or behaviour were not appropriate to describe the intended achievements. Desirable level of targets was specified, and targets included baseline values, but the source of those values were not clearly stated. Means of verification of those targets were not indicated in the log-frame but they were described in the monitoring plan. Milestones had target dates of achievements. Monitoring budgets were allocated for each output and PMOs in charge of outputs were expected to monitor the progress.
134. Implementation structure including steering committee was described in the design by responding to the suggestion made by the Project Review Committee. General roles of UNEP's branches and divisions, including regional offices were described as well as their capacities and possible contributions to the project. Some external partners such as GRID-Arendal was identified at the design stage, but the participation of most the partners were confirmed at the inception stage of implementation.

At the stage of project development, the capacities of partners were not assessed except their expertise and mandate described in the document. Key global partnerships such as GPML, GPNM and GWWI whom SSPU performs secretariat functions, and partners such as GRID-Arendal have long working relationships with SSPU, hence the assessment of their capacity may not be needed. Roles and responsibility of executing partners such as NGOs were specified with their proposals or contracts. It was not clear if their capacities were assessed.
135. In terms of H. learning, communication and outreach, the knowledge management approach was well described in the project document. Although the document indicated the creation of a communication strategy at the inception stage, no such strategy was confirmed by the reviewer. There was no plan describing the dissemination of lessons learnt at the end of the project mentioned in the project document.
136. In terms of I. financial planning and budget, the budget table clearly indicated each activity with or without sponsors. Activities with sponsors had names of funding sources and activities without sponsors had potential sources indicated. The resource mobilization strategy was to be developed at the inception stage of the project, but the reviewer did not find any document regarding the strategy. Nevertheless, PMOs of thematic areas and the sub-program coordinator were responsible for mobilizing resources of activities they oversaw. Target amounts and potential sources of funds and responsible persons were identified in the project document.
137. As for J. the efficiency, the project activities were planned based on the secured funding. The additional activities or milestones were to be added as the funding becomes available in the revised project document. Cost effectiveness was analysed. With limited funds, the project planned to use in-kind contributions from partners and other divisions as well as an existing pool

of funds such as environmental trust funds. Resource constraints in terms of funding and personnel were considered as risk/challenge of project implementation.

138. K. The risks were identified in the risk table in the project document not in the ToC or logical framework. According to the table, potential negative environmental, economic and social impact were considered as low. Adequate mechanisms to reduce negative environmental footprint was not indicated in the project document.
139. In terms of H. sustainability and replicability, the project document addressed socio-economic, financial, institutional sustainability and replicability of project achievement. The long-term implementation of project activities based on POW and UNEA resolutions were expected beyond the life of project.
140. Recommendations made by the Project Review Committee were mostly adopted in the original project document.
141. The project's N. gender markers were 2a of "gender well mainstreamed throughout: Gender is not reflected in the context, implementation, logframe, and the budget."
142. The reviewer was reminded that some of the items in the Quality of Project Design may not have been the requirement at the time of designing of this project. Overall rating of project design is Highly Satisfactory.

Rating for Project Design: Highly Satisfactory

C. Nature of the External Context

143. The COVID 19 pandemic outbreak started in March 2020 and was the most prominent external factor affecting the project implementation both negatively and positively.
144. The negative effect of COVID 19 was the ban or restriction of physical movements including international and domestic travels, in some countries, closure of countries' borders to prevent the spread of viruses lasted more than a year. Planned face-to-face meetings and events had to be stopped or postponed. Limited number of UNEP staff were allowed to work in the office and the rest were forced to work at home or distance by using online communication tools. When restrictions were loosened, organizing in-person meetings required to meet UN rules and standards for the prevention of spread of COVID 19.
145. Another negative impact of COVID 19 was the rapid increase of single use plastics such as disposable masks, gloves and personal protection equipment (PPE) used for the prevention of the spread of the COVID 19 virus. Return to plastic food packaging, especially during the lockdowns, were all visible. Prevention of plastic pollution was put aside in the name of prevention of COVID 19. The project organized several webinars to address the issue of single, disposable plastics in the context of COVID 19.
146. One positive effect of COVID 19 was the increased public attention and awareness on the link between wastewater and COVID 19. Two webinars organized by the project, "COVID-19 and wastewater" and "Emerging pollutant-nature based solutions" were attended by 1500 participants showing the strong interests on this issue. These activities helped to raise the profile of wastewater.
147. Online events opened the possibility of increased number of audiences participating beyond borders. Also, the use of information and communication technologies (ICT) for knowledge management and sensitization were accelerated due to COVID 19.

Rating for Nature of the external context: Moderately Unfavourable

D. Effectiveness

148. The reviewer examined the effectiveness with availability of outputs, achievements of project outcomes and likelihood of achieving impact.

Availability of Outputs

149. The analysis on the availability of outputs was organized around the six project outputs.

150. The objective of Output A was to strengthen intergovernmental processes for global coordinated response on marine pollution. All of three output indicators have been achieved their intended targets. However, indicators 2 and 3 can improve their “SMART”-ness by using more precise wordings to describe the targets.

151. The project supported the process to determine the future direction of GPA through preparation of policy papers, and hosting or organizing meetings for the intergovernmental review committee. The achievement of output was the decision to discontinue the intergovernmental review committee of GPA and replace it by the governance of UNEA, universal membership, to take driving seat for a globally coordinated response on marine pollution. Indicator 1 has been achieved.

152. The output A. indicator 2 “providing technical and policy support” has been achieved. Counting the number of “technical and policy assistances” provided by the project could have been defined better described in the monitoring reports such as PIMS. The project assisted nine (9) countries in the development of source inventories of plastic pollution and marine litter, with additional funding secured for 19 more countries that are participating in the sub-project “Capacity development to catalyse actions and commitments at the national and global level to reduce plastic pollution, including in the marine environment”, which is a part of this project and expected to end in March 2025. Countermeasure II project assisted six (6) Asian countries (Thailand, Lao PDR, Cambodia, Vietnam, India and Sri Lanka) for monitoring of plastic waste. Regional Seas Conventions were supported to develop their action plans for marine litter. Finally, the Cartagena Convention developed the national action plan for nitrogen managements. Overall, the project provided or will provide technical and policy support to more than the target value (34) of countries and regions.

153. Output A. indicator 3 was the “number of governments committed to step up actions to combat marine pollution”. The revised target of this indicator was 220 (baseline value was 209). Assessing the achievement of the indicator depends on how to understand “committed”. Here are the indicators considered as committed in this review: 34 countries conducted or will conduct source inventories on plastic pollution; 15 countries signed Colombo declaration; 74 countries endorsed the ministerial statements on marine litter and pollution; 87 countries appointed focal points for the Working group of sustainable nitrogen management; Ministry of water of Tanzania published national guideline for decentralized small-scale wastewater treatment; Seven South Asian countries issued national policy on nitrogen. The total numbers is expected to reach 220 by the end of project. This indicator could be more precise if the wording like “endorsed” or “signed” is used instead of “committed.”

154. The goal of Output B is to provide policy and technical support and demonstration projects for countries to address marine litter and plastics including micro-plastics. The activities of Output B have been extended till March 2025, assessing from the current achievement so far, the Output is expected to be achieved by the end of project.

155. Output B. indicator 1 “accessible global governance framework” has been achieved with the adoption of UNEA resolution 5/14. The resolution called for the establishment of an Intergovernmental Negotiating Committee (INC) to facilitate meetings to negotiate the global framework and targets to end plastic pollution and develop an international legally binding instrument. The INC meetings will be concluded by the end of 2024 with final terms of agreement

are expected.¹¹ The project supported the process leading up to the development and establishment of this resolution, implemented the Open Ended Working Group meeting in Dakar in 2022 and has provided technical support to the 1st, 2nd and 3rd INC meetings.

156. Output B. indicator 2 “the number of countries with access to national source inventories” has been achieved. By the time of this review, nine (9) countries implemented source inventory of marine litter and plastic pollution. The project received additional funding to expand the activities in 19 more countries by March 2025. The indicator is expected to exceed the revised target of 10 by the end of project.
157. Output B. indicator 3 is focused on the number of countries/regions developing action plans. “Guidelines for the Harmonization of Methodologies for monitoring plastics in rivers and lakes” was published in 2020. At the time of this review, 12 countries and 10 Regional Sea Convention Action Plans, and two (2) river basin action plans have been developed. With some countries expect to develop national action plans after the development of source inventory of marine litter and plastics, the target value of 40 is expected to be achieved by March 2025.
158. Output B. indicator 4 “number of countries using technologies and resources in demonstration of good practices.” There was no demonstration on good practices confirmed. However, the development of the GPML Digital Platform, a partly open-source platform, provided opportunities for compiling and crowdsourcing different resources about marine litter and plastic pollution and is considered as a major achievement. As a part of the project on capacity development to reduce plastic pollution, 16 countries have been enabled to access to and utilize technical resources in the GPML Digital Platform, including on good practices for plastic waste reduction. Participation in the repository is free and open to countries, organizations, and individuals. At the time of this review, the Digital Platform provided 2678 global, transnational, regional, national and subnational resources including 71 roadmaps/strategies/plans; 703 policies; 893 technical resources; 115 financing resources; 641 initiatives; 79 technologies; 164 events; 207 capacity development material; and more than 400 data layers.
159. Output C aims at increasing availability of tools, approaches, frameworks and demonstration projects for sustainable nutrients (nitrogen, phosphorus and potassium) management. Three out of five output indicators have been achieved while two indicators have not been achieved.
160. Output C. indicator 1 “number of partnership dialogue organized” has been achieved with five (5) meetings of the UNEP Working group on Nitrogen, which was established pursuant to UNEA resolution 4/14 on sustainable nitrogen management. The scope of working group was expanded after UNEA resolution 5/2 to support, amongst other things, the development of national action plan for sustainable nitrogen management, option and modalities for coordination of policies at national, regional and global levels for sustainable nitrogen management across the nitrogen cycle. Further, nominations of national focal points for the working group were received.
161. The UNEP working group on Nitrogen meeting was first held in June 2020. However, due to COVID 19 outbreak, subsequent meetings were upheld until 2023. The fifth meeting in January 2024 reported 87 countries nominated focal points, indicating the increased interests on nitrogen management. Another notable dialog is a nexus dialogue on sustainable nitrogen management organized by UNEP, FAO, and the Environmental Management Group (EMG) in April 2023. The significance of this meeting was to explore the role of nitrogen in the context of the work across UN agencies towards the achievement of SDGs.
162. Indicator 2 is about “preparation and dissemination of global implementation plans.” The reviewer did not confirm the global implementation plans for sustainable nutrient management. However, Ad hoc Task Team formed in the Working group of Nitrogen prepared a format for the

¹¹ From the interviews to PMOs, it was confirmed that INC processes are now taking over by another unit/branch of UNEP.

voluntary national action plan for sustainable nitrogen management. The target has not been achieved.

163. Indicator 3 “number of available assessment and methodology on nutrient pollution” has been achieved. Available assessments are the results of demonstration project by Tonjii University sustainable nutrient management, ecosystem cards of the Philippines and India as the results of GEF project.
164. In indicator 4 to develop regional nutrients management plan, UNEP Caribbean Environmental Programme, the secretariat to the Cartagena Convention developed Regional Nutrient Pollution Reduction Strategy and Action Plan (RNPRSAP) in October 2019 and its revised version was adopted in 2021. The Coordinating Body on the Seas of East Asia developed regional action plan as well. South-Asia Nitrogen Hub (SANH) was formed through South Asian Co-operative Environmental Programme (SACEP) to address the nutrients pollution in the area. Their eight member countries issued nitrogen policy reports. Similar regionally based nutrient reduction strategies or roadmaps were produced in Europe. With more than target number of regional plans developed, this indicator has been achieved.
165. Indicator 5 is about the developing approaches and frameworks of Phosphorus management. This indicator has not been achieved. Much of international attention and focus was on nitrogen management. Notable activities on Phosphorus were a global report “Our Phosphorus Future” which was finalized by the UK centre for Ecology and Hydrology as a contribution to GPNM. The reviewer understands that politically sensitive information in the report prevented UNEP from taking an active involvement of the creation of this global report.
166. Output D aims at increasing availability of technical assistance, guidance and demonstration projects for sustainable wastewater management. All the indicators have been achieved. Compared with marine litter and plastic pollution and sustainable nutrients in some extend, wastewater had a humble start in terms of financial resources and visibility of topic at global arena. Key achievement of wastewater in this project is shifting the perception of wastewater from a source of pollution to a renewable resource.
167. Output D indicator 1 is “the number of countries with access to reports and knowledge products. The target has been achieved. The publication of the Sanitation and Wastewater Atlas of Africa (the Atlas), a four-year collaborative project between UNEP, the African Development Bank (AfDB), and GRID-Arendal is a key achievement. The Atlas presents the state of wastewater management and sanitation provision in Africa; their impact on ecosystems and human health, policy and institutional frameworks and country profiles. An online launch of the publication and stakeholder engagement workshop was attended by 285 participants from 25 African and 27 countries outside of Africa.¹² Copies of publications were distributed online, and hard copies shipped to African countries and relevant stakeholders in 2021 and during international events such as the World Water Week, the 21st AfWA Conference, the 5th SADC Groundwater Conference, and others.
168. Indicator 2 “number of counties agreed to install demonstration project” has been achieved with target value of 3. Malaysia, Tanzania, Kenya and India executed on-the-ground projects. Each project was unique and showcased different aspects of wastewater management. Decentralization of wastewater treatment (DEWAT) in Tanzania, collaboration project between UNEP and Bremen Overseas Research & Development Association (BORDA), is a good example of decentralized wastewater treatment system. The project provided capacity building for staff and translation of an important guideline document from English to Swahili. In Kenya, the project supported the County Government of Vihiga in the development of wastewater and nutrient management plan and policies. A demonstration project using alternative treatment of

¹² Attendance on Oct. 13, 2021. Participations with more than 20 minutes were considered.

wastewater in the water village of Lok Urai, Sabah, Malaysia targeted a remote village with no sanitation and wastewater management facility and brought improved sanitation and wastewater treatment to the population. Although the project faced technical challenges, it successfully created the awareness around localized wastewater treatment system in the locations where wastewater treatment did not exist before. The project also addressed gender issues by focusing on empowering women and children in the maintenance and operations of the wastewater treatment technology installed at Lok Urai.

169. For indicator 3 of capacity development, more than 10 target events were organized which helped to raise visibility of wastewater and nutrients. Massive Open Online Courses (MOOC) "From Source-to-Sea to Sustainability" and "Advanced from Source to Sea to Sustainability" offered nine (9) certificated courses between 2018 and 2022, attended by 66 participants. Total of 29 capacity events was held over the years. On marine litter and plastic pollution, MOOC Masterclass "Unnecessary, Avoidable and Problematic Products and Polymers" was released in October 2023.
170. Output E is crosscutting activities for monitoring and assessment tools to increase capacity of nations and regions. All indicators have been achieved.
171. Output E. indicator 1 "number of tabling events during IAEG-SDG meeting" has been achieved. During the 10th meeting of IAEG-ADG, UNEP tabled the monitoring methodology and metadata for SGD 14.1.1.
172. Regarding indicator 2 of number of dialogues organized on SDG assessment, nine (9) meetings were organized against the target of four (4): three (3) meetings were with pilot testing countries of monitoring 14.1.1 indicator and six (6) meetings were with the countries consulted and received their comments for the monitoring indicator.
173. In terms of preparation and dissemination of tools and methodologies of indicator 3, more than target of three (3) tools and methodologies were prepared and disseminated. DEWATS guideline, Guidelines for the Harmonization of Methodologies for Monitoring Plastics, and monitoring methodology of SDG 14.1.1. are the few examples.
174. Output E indicator 4 "countries committee to provide information to a global monitoring platform for marine litter and nutrients" is expected to achieve the target of 28 by the end of project. On plastic pollution and marine litter, the GPML Digital Platform have countries posting their policy and national action plans. At the time of this review, policies and action plans for marine waste, solid waste management, regulations about plastic of more than 100 countries were uploaded in the repository. Information of source inventory conducted by nine (9) countries are available on the internet and additional 19 countries are in the process of developing inventories. Eight (8) countries of South Asian Nitrogen Hub submitted national nitrogen policy reports.
175. Output F is aimed that digital repository become operational and awareness and capacity for the changing behaviour. In the second revision of project document, "knowledge hub" has been replaced by "repository". Output F has three components: operationalization of digital repository; awareness, and capacity for the changing behaviour. Clarity of indicators could have been improved.
176. Output F. indicator 1 "number of countries and stakeholders have access or contributed to the best practices via repository" has been achieved. At the time of this review, GPML Digital Platform Knowledge Library hosts 2678 resources comprise of: 893 technical resources, 164 events, 79 technologies, 207 capacity development resources, 653 initiatives, 71 action plans, 703 policies, and 115 financing resources. The data are updated daily.
177. Output F. indicator 2 is about the number of specific tools disseminated. Digital Platform's Data Hub offers stakeholders to find data and information on topics related to marine litter and plastic

pollution from across the full plastic lifecycle, from source to sea. The data hub showcases map and layer, data catalogue, story maps which are used for decision making. Personalized workspace and plastic strategy workflow in digital platform help development of national source inventories of plastics. In Wastewater, Faecal Sludge management in Africa, and toolkit and catalogue for water pollution from plastics and microplastics have been disseminated.

178. The achievements of indicator 2 “number of stakeholders exposed or engaged in events and campaigns” (target 20,000) and indicator 3 “number of people exposed to new knowledge via webinars/trainings to change behaviours or change action” (target 5000) are as follows. MOOC attracted many participants. In the first five years (2015-2020) over 22,000 participants enrolled. Since 2021, another 11,000 have followed the MOOC. After 5 years, the objectives of the MOOC “to increase knowledge about marine litter to stimulate leadership and to provide opportunities for action and change-oriented learning in relation to marine litter” had been met. The Masterclass on Unnecessary, Avoidable and Problematic Plastic Products and Polymers launched on 10 October 2023, since its release 57 participants have registered from 30 countries.
179. Although one indicator has not been achieved yet, all outputs have been delivered. Therefore, availability of outputs is Satisfactory.

Achievement of Project Outcomes

180. Outcome 1 of strengthened mechanism for global coordinated response on marine pollution have been achieved. Its indicator 1, the resolution on the future direction of GPA shifting to UNEA was adopted. In addition, UNEA resolution 5/14 on ending plastic pollution and 5/2 on sustainable nitrogen management are the indications that the globally coordinated responses for marine pollutions have been strengthened.
181. The reviewer found that the two Outcome 1 indicators, “uptake of works stream measures to address marine pollution” and “adoption of policy and technical instruments” are not relevant to describe the strengthening mechanism for globally coordinated response. Those indicators are more appropriate to describe responses or implementations of UNEA resolutions but not to describe about the change of governance or mechanism.
182. Outcome 2 has been partially achieved. Achievement of Outcome 2 describes uptake of government, business entity, and stakeholders of innovative tools, policies, best technologies and innovative financial mechanisms” and have two indicators. As for indicator 1 “number of governments are using tools and new technologies,” interviews from PMOs and stakeholders indicated some changes were observed among governments for using tools and new technologies such as workflow of guidance to develop source inventories of plastic waste.
183. Regarding indicator 2, “number of business entities introduced innovative business models for financing”, the active involvement of business entities introduced innovative business models for financing”, efforts to establish innovative fund for wastewater were made in collaboration with the Science division. Lack of resources including time, personnel and finance dedicate to work with/along business entities hampered its progress. The project coordinated with UNEP FI and Economic Division to identify and connect with business entities and financial institutions. GPLM Digital Platform Knowledge Library lists number of funding sources for the marine litter and plastic waste.
184. Regarding Indicator 3 of “number of business entities that have taken up technologies and good practices, there is one notable pilot project with IBM and the Stakeholder Company. IBM’s Data Science and Artificial Intelligence Elite team helped to establish baseline data and a forecast to help communities track marine plastic and develop more accurate and effective policy to eradicate it. The project also sponsored the development of the publication “Unwrapping the risk of plastic pollution to the insurance industry (UNEP GPML and UNEP FI) which triggered further work by the Minderoo Foundation on the same topic. Further, Business coalition for a Global

Plastic Treaty formed in 2022, an industry initiative to support legally binding treaty for end plastic pollution came from UNEA resolution 5/14. They envision a circular economy in which plastic never becomes waste or pollution, and the value of products and materials is retained in the economy.

185. GPNM has an industry representative in the steering committee. Number of GPNM webinars have been organized in partnership with business entities, such as the International Fertilizer Association showcasing best available technologies when it comes to agricultural practices. GPML accounts for 25% (162 entities) of its 600+ members as private sector representatives. GWWI accounts for 17% of its 104 members as private sector representatives. Some of GWWI webinars have been organized with the presence of private sector entities, and focusing on financial-related matters pertinent to the area of private sector engagement. These multi-stakeholder platforms offer opportunities to exchange views and positions of different stakeholders. In addition, GPML's digital platform lists innovations, technologies and innovating funding schemes and those are available to anyone in the world.
186. Supporting individual business entities to uptake good practice and innovative technologies require time and national and regional offices may have advantage of working with business sectors in geographical proximity to them. Interviews from FOMs points out the restriction of the project to engage in particular industry sectors such as petroleum industries may have affected the project involvement with business sectors.
187. Indicator 4 of "number of good practices replicated by stakeholders (civil society)" has been achieved. Notable replication is the pilot project of Mississippi River Plastic Pollution initiative which has been expanded from initial three cities to wider river basin municipalities.
188. Outcome 3 is partially achieved. 193 countries are using methodology of monitoring and reporting of SGD 14.1.1. (Indicator 3) By the end of project, 28 countries implemented or will implement source inventory for marine litter and plastics and some have or will develop action plans or strategies. Eight (8) countries belong to SANH published nitrogen policy reports. The reviewer did not confirm the changes of practice by business entities to reduce pollution (Indicator 1). The use of knowledge hub by stakeholders were confirmed. However, it was not possible to confirm with informed decision making as the result of using knowledge as shown in Indicator 2 of "use of knowledge hub for informed decision making."
189. Overall outcome is "Source to sea" good practices, policies, legal, institutional and fiscal strategies for addressing land-based sources of marine pollution developed or implemented by government, business entities and relevant stakeholders. For Outcome indicator 1 "number of countries uptaking their work stream measures," are expected to be achieved. By the end of the project in March 2025, more than target of 23 countries are expected to complete source inventories and up-taking them to next step. Some countries requested support for the development of national action plan for nitrogen managements. For indicator 2 of replication of good practice, tools and methodologies, almost all the countries are using methodologies proposed by the project to monitor SDG 14.1.1 so the indicator 2 has been achieved.
190. It must be noted that the Overall Outcome indicators only have reference to countries but there is no indicator to measure any actions by business entities and other stakeholders. Achievement of project outcomes are Moderately Satisfactory.

Likelihood of Impact

191. In reconstructed ToC, the achievement of overall outcome contributes to the achievement of intermediate state of reduction of influx of pollutants to coastal water as a result of upstream actions. The assumption for achieving intermediate state is that marine pollution partnerships must be continuously empowered and actively engaged. Since the project had contributed strengthening global partnership thus assumption has been met. Tools and approaches provided

by the project along with strong commitments to SDGs 6 and 14 by the governments, progress towards achieving intermediate state is expected. The project also contributed the recognition of the needs for sustainable consumption and production through capacity building and sensitization.

192. Nevertheless, reduction of pollutants require scaled up or uptake of good practices, innovative financing and political and institutional supports as driver. The reviewer found this part is weak. Changing in production and consumption towards sustainable way is key driver for the project to achieve long term impact. Without these changes, the reduction of waste at the source cannot be materialised to bring improved quality of marine environment.

193. Assumptions and drivers to achieve intermediate state are confirmed. Additional driver that brings the changes of production and consumption is required for the project result to lead to long term impact. Therefore, the likelihood of impact is considered as Likely.

194. Overall effectiveness is Satisfactory.

Rating for Effectiveness: Satisfactory

E. Financial Management

Adherence to UNEP's Financial Policies and Procedures

195. The project document provided budget per activities and secured or potential funding sources. The interview from FMOs confirmed that UNEP's financial policies and procedures were adhered to. Most of the planned budgets were spent as planned. One executing agency was not able to execute the agreed activities thus the fund was returned to UNEP. The adherence to UNEP's financial policies and procedures was Satisfactory.

Completeness of Financial Information

196. In terms of completeness of financing information, the reviewer confirmed the following: Co-financing and Project Cost's tables at design, approved project budget table including revisions; agreement for small scale funding with executing agencies. The reviewer did not have access to Umoja system however, through the interview with the finance officer, all the documents for fund transfer and expenditure were confirmed. No audit was conducted for the project.

197. Table 7 presents financial management components. The reviewer rated each component with six scales: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (US) and Highly Unsatisfactory (HU). Overall of rating of financial management component is Satisfactory.

Table 7 Financial Table

Financial management components:		Rating	Evidence/ Comments
1. Adherence to UNEP's policies and procedures:		HS	FMOs confirmed that the adherence to UNEP's financial policies and procedures.
Any evidence that indicates shortcomings in the project's adherence ¹³ to UNEP or donor policies, procedures or rules		No	No
2. Completeness of project financial information ¹⁴ :			
Provision of key documents to the reviewer (based on the responses to A-H below)		HS	
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes	Co-financing and project budgets were included in the project documents including revisions.
B.	Revisions to the budget	Yes	
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes	Majority of documents were confirmed.
D.	Proof of fund transfers	Yes	
E.	Proof of co-financing (cash and in-kind)	Yes	

¹³ If the Review raises concerns over adherence with policies or standard procedures, a recommendation maybe given to cover the topic in an upcoming audit, or similar financial oversight exercise.

¹⁴ See also document 'Criterion Rating Description' for reference

F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	No	There was no summary report of the project
G.	Copies of any completed audits and management responses (<i>where applicable</i>)	N/A	No audit was conducted for the project.
H.	Any other financial information that was required for this project (list):	N/A	
3. Communication between finance and project management staff		HS	
Project Manager and/or Task Manager's level of awareness of the project's financial status.		HS	Interviews from FMOs and PMOs confirmed the good communication. Regular meeting are held between FMOs and PMOs on financial issues. Capacity building of PMOs during retreat to update the UNEP's financial rules are conducted.
Fund Management Officer's knowledge of project progress/status when disbursements are done.		HS	
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.		HS	
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.		HS	
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the review process		HS	
Overall rating		HS	

Communication Between Finance and Project Management Staff

198. Communication between the PMOs and FMOs were reported to be smooth and conducive to a proper project implementation. The FMO assigned to the project shares his/her office space with PMOs and attends regular SSPU meetings so that he/she was updated with the project's progress. When financial matters required attention and actions by PMOs, matters were raised during regular meetings for actions. Sensitizations seminar about the UNEP's financial management rules and procedures were conducted by FMOs during the retreat or other occasions so that the PMOs are updated with the financial reporting requirement.

Rating for Financial Management: Satisfactory

F. Efficiency

199. Efficiency of the project operation was assessed with the timely delivery of implementation, maximizing results within the budget, cost saving by making use of pre-existing institutions. The reviewer found that the project implementation was efficient with the following reasons.

200. The project implementation period has been extended from 58 months to 73 months in the second revision of project document. This is due mainly expanding the support for the development of national source inventories of marine litter and plastic to 19 countries. Therefore, the extension only applies to the project activities of Output B (marine litter/plastic pollution).

201. COVID 19 pandemic and its associated restriction of movements caused delay of activities. Identification and finalization of demonstration projects were delayed due to intergovernmental

review meeting of GPA. These are the main causes of delays of activities. However, the delays have not seriously affected the progress of project.

202. The project commenced with the lean budget and initial milestones were set till 2020. Additional milestones were added in the first revision of project document when increased budget have become available. The planning and operation were realistic to the available budget.
203. Lack of enough staff to implement project was identified as challenge or risk at the design stage. High turnover of staff, particularly the unit coordinators, affected the efficiency of management and leadership. Implementation of Output C (nutrients) was particularly affected after the PMO in charge of nutrients left, it took some time for the new PMO was assigned, leaving activities in vacuum.
204. In terms of reducing UNEP's environmental footprint, COVID 19 contributed the reduction of footprint as many events and meetings were taken place online without traveling. Online events are also cost saving. Using regional office or Regional Sea Programme for monitoring of project contributed to the reduction of footprint as the necessary traveling distance was reduced.

Rating for Efficiency: Highly Satisfactory

G. Monitoring and Reporting

205. The reviewer assessed monitoring and reporting in three components: monitoring design and budgeting, monitoring of project implementation, and project reporting.

Monitoring Design and Budgeting

206. The project document included a detailed monitoring plan and budget per indicators. In the plan, data source and collection methods were specified. However, the monitoring plan was not updated in the revised documents. Further the detailed plan has not been fully used for monitoring and reporting. Many achievements reported in PIMS did not include the sources of data/information described in the monitoring plan.
207. The reviewer found that some of the project indicators are not relevant or appropriate to measure the intended achievements. Overall outcome indicators did not include private entities and other stakeholders. Two indicators of Outcome A :Indicator 2 of number of countries, Regional Seas Programmes and other partnership stakeholders that uptake in their work-streams measures to address marine pollution; Indicator 3 of number of governments that had adopted policy and technical instrument to address marine pollution did not seem to be relevant for the achievement of Output A which is strengthening the intergovernmental processes.
208. Indicators of Outputs were mostly "SMART". However, Outcome 3, indicator 2 of "use of knowledge hub for informed decision making" was found not so "SMART"¹⁵ as measuring action such as "use of knowledge for informed decision making" require descriptions of 1. what knowledge has been used and: 2.what decision was made. Those descriptions were missing in the monitoring documents.
209. The mid-term review was not conducted even though it was planned initially. Although the project period was extended till March 2025, this terminal review was carried out with the consultation and approval of the UNEP Evaluation Office.

Monitoring of Project Implementation

¹⁵ SMART refers : Specific, Measurable, Achievable, Relevant, and Time-bound

210. The project monitoring was chiefly conducted by reviewing reports from the executing organizations. There were some monitoring trips but not all the demonstration projects were visited, such as Wastewater project in Malaysia.

Project Reporting

211. Implementation and achievements were reported in PIMS and relevant project documents were uploaded. The progress of outcomes and outputs were reported every 6 months. In July 2023, PIMS was replaced by IPMR. PIMS and IPMR was operational and facilitated the timely tracking of results and progress towards projects objectives throughout the project implementation period. The quality of the information generated by the monitoring system during project implementation was considered appropriated and it was used to adapt and improve project execution, achievement of outcomes. The reviewer was granted access to PIMS but not to IPMR, nevertheless information available in the IPMR was shared with the reviewer.

212. In PIMS, most of progress and achievements of indicators and milestones were reported. Generally, there was good outputs reporting compared reporting of outcomes. Some outcome reporting could have been improved with more relevant information to the indicators.

213. Overall rating of monitoring and reporting is Moderately Satisfactory.

Rating for Monitoring and Reporting: Moderately Satisfactory

H. Sustainability

214. This reviewer examined the sustainability of the project outcomes from three perspectives: i) socio-political sustainability, ii) financial sustainability, and iii) institutional sustainability. The project document indicated the sustainability, uptake and replicability of project achievements in a clear manner. The reviewer assessed whether the sustainability described in the project document is still valid at this point.

Socio-political Sustainability

215. The project document indicated that this project was designed based on the recommendation from the member states. Countries were committed to reducing land-based pollution. With UNEA resolutions and ministerial declaration to end plastic pollution, the project had strong political support. Activities such as implementation of national source inventories and development of national strategies are expanding and expected to continue to expand.

216. MTS 2022-25 describes digital transformation as an enabler for change. The GPML Digital platform is accessible, affordable and borderless. Anyone can obtain and submit data and information or form partnerships beyond borders and sectors. The success of this platform can be replicated with other thematic issues of nutrients and wastewater. The platform showcases the vision of UNEP, using environmental public goods and accelerating progress towards environmental sustainability.

217. UNEA 5/2 resolution called to identify possible modalities for improved coordination of policies across the global nitrogen cycle at the national, regional and global levels and Member States to nominate focal points to join the Working Group on Nitrogen; By January 2024, 87 member states have nominated focal points to the UNEP Working Group on Nitrogen, indicating the political momentum is building up. Further, partnerships and links between nutrients and wastewater have been established through this project. These two topics are interconnected, and a cross-cutting approach is more productive than sectorial ones.

218. Stakeholders of wastewater agree that the most important contribution of this project was increasing the awareness about wastewater in the environmental sector. By considering

wastewater as a resource and a solution to address the triple planetary crises, the project was instrumental for shifting the perception of wastewater from problem to solution.

Financial Sustainability

219. Project started with the modest funding of \$16 million. At the time of this review, total project budget has increased to about \$ 53 million. The number of donors supported the project has also increased. This is an encouraging sign that the project is supported financially by donors. The US department of state funded additional 19 countries to implement national source inventory of marine waste/plastic, replicating the activities of the project.
220. The wastewater demonstration project in Malaysia is anticipating additional funds to continue and expend the activities. PMOs informed that the EU announced the funding for the wastewater quality. UNEP is in the process of developing a new project “Preventing and addressing the degradation of freshwater and marine ecosystems from source to sea”, which builds on this project and emphasises the interlinkage between nutrients and wastewater. In the new project, some of the project activities are expected to be continued. GEF project targeting phosphorus management has been given a go sign to develop full proposal. The financial sustainability is likely.

Institutional Sustainability

221. Institutional sustainability is linked with country and partners ownership of the project. Countries are leading intergovernmental negotiations followed by the adoptions of UNEA resolutions 5/2 and 5/14. For plastic, Intergovernmental Negotiating Committee (INC) to end plastic pollution has been meeting to discuss about the modality of an international legally binding instrument. For the UNEP Working group on Nitrogen, the number of participating countries has increased. Governments are driving the processes.
222. The project will continue working and collaborating with GPML, GPNM and GWWI. These multi-stakeholder partnerships are instrumental in terms of building network support and lending expertise to the country levels. Regional Sea Conventions have legal mandates to tackle marine pollutions. The continuous coordination and partnerships with the conventions are expected. They are also well positioned to support countries for their development of national source inventories and national action plans.

Rating for Sustainability: Likely

I. Factors Affecting Performance and Cross-Cutting Issues

Preparation and Readiness

223. With regards to the preparation and readiness of the project, the reviewer found that appropriate measures were taken during the preparation and inception stages of the project to implement activities such as identifying potential partners and collaborative organizations and assessing their capacities. Partnership agreements were developed, and initial financing and staffing arrangements were made. The preparation of project was Satisfactory.
224. The project document was reviewed by Project Review Committee and the Committee’s recommendations were incorporated in the final project document. Project budget was identified per activities with availability of funding to be indicated. The reviewer was not able to confirm resource mobilization strategy which was to be developed at the inception stage of project. Nevertheless, the responsibilities of resource mobilization were clearly stated with dedicated officers and the amount of funds to be mobilized in the project document.

225. Regional offices, Regional Sea Programmes and other UNEP branches were consulted for their technical review of project document. Although it was assumed, the reviewer was not able to find out whether the comments of technical review were incorporated to the final document. The reviewer rated the preparation and readiness as Satisfactory.

Quality of Project Management and Supervision

226. Implementation structure including project steering committee to provide supervision of project was described in the project document. However, the reviewer could not find the evidence of functioning Steering Committee. Instead, the project was monitored, and progress was shared during SSPU's weekly meetings. Meeting records were not accessible. SSPU was the secretariat to GPA and its partnerships GPML, GPNM and GWWI, so the coordination with these partnerships is well integrated into the project activities.

227. The project was implemented under the supervision of the Chief of Unit, the Unit coordinator of SSPU assumed an overall responsibility for the project implementation. The project experienced rather high turnover of staff with changes of four coordinators between 2019 and 2023. Shortage of staff particularly affected the activities of sustainable nutrients management. After the PMO in charge of nutrients left, it took time for the new PMO to be assigned; creating the vacuum in implementation. For above reasons, the quality of project management and supervision is Moderately Satisfactory.

Stakeholders Participation and Cooperation

228. Stakeholder participation and cooperation was considered as Satisfactory. The project collaborated well with existing partnerships such as GPML, GPNM and GWWI. The project benefitted from their multi-stakeholder platforms. Government (member states), representing GPA and UNEA were actively involved for setting direction of intergovernmental oversight.

229. After COVID 19, most of public sensitization events and campaigns took place online. This allowed the project to reach out a larger audience and helped increase the participation in campaigns and events. The project also developed the GPML digital platform, an open-end online knowledge hub where anyone, countries, private entities, academic, civil society and individuals can join. The success of building this digital platform can be replicated.

230. Business entities were represented in multi-stake partnerships. Academic and research organization were instrumental for building knowledge products, developing tools and methodologies. They also lead the development of Colombo declaration on Sustainable Nitrogen Management which is supported by 16 countries.

231. Citizen science is a strong indication of public involvement to environmental issues. In this sense, the Mississippi River Plastic Pollution Initiative was successful example of mobilizing citizen volunteers to join for data collection by using mobile application. For above reasons, stakeholder participation and cooperation are Moderately Satisfactory.

Responsiveness to Human Rights and Gender Equality

232. Human rights and gender equality were indicated in the project document. GPML published environmental justice about impact on Marine litter and plastics pollution on indigenous people and woman. A need for gender representation was acknowledged by GPNM as current steering committee members had no female representation. GPNM is in the process of increasing steering committee members and gender and regional representation are the key selection criteria of new members.

233. Demonstration project in Malaysia selected water settlements with large population of indigenous people living in remote and less accessible location. The settlement was selected because sanitation facilities did not exist, and all the human waste was discharged into ocean

without treatment. The project was instrumental to bring awareness of importance of wastewater treatment and sanitation and hygiene to local government and population. The project also effectively addressed the issue of female hygiene. The responsiveness to human rights and gender equality is considered as Moderately Satisfactory.

Environmental and Social Safeguards

234. Environmental, social and economic risk and safeguards were addressed in the project document and significant risks were rated as low in all the nine categories.¹⁶ This review confirmed that the initial assessment has not been changed.

235. In terms of reducing UNEP's footprint, online events and meetings contributed the reduction of footprint by reducing physical traveling. Project monitoring by regional offices also contributed to reduce footprint as the traveling distances are substantially shorter than traveling from Nairobi. Environmental and social safeguards of this project is rated as Satisfactory.

Country Ownership and Driven-ness

236. Countries, GPA and UNEA member countries, drove the intergovernmental processes in GPA and UNEA resolutions. Their ownership is expected to be high through the implementation of UNEA resolutions. 87 countries already designated their focal points to the UNEP Working Group on Nitrogen (UNEA 5/2). Executing agencies' ownership for demonstration projects were confirmed from the monitoring reports. One example is that Tanzania elevated DWAT guideline as national guideline for decentralized wastewater system. The country ownership is considered as Highly Satisfactory.

Communication and Public Awareness

237. The effectiveness of communications was assessed in: communication between partners and stakeholders; public awareness and sensitization; tools and methodologies used for the communication; and the challenges encountered in communication.

238. From the interview and documents, the reviewer concluded that the communication between the project and project partners was good. Partners appreciated the responsiveness of PMOs. Good communication between PMOs and many partners has been built over the years. Trust between PMOs and partnership offices allow them to exchange their views and opinions freely.

239. The project had strong component of public awareness and sensitization activities. Pre-COVID time, sensitizations activities were focused on participating and organizing side events during intergovernmental meetings or expo like World Water Weeks. During and post COVID 19 period, online meetings, webinars and seminars collected large audience. MOOC and thematic webinars were attended from all over the world.

240. The project made effort to take in stakeholders' opinion and feedback. GPML Digital Platform incorporated the user consultation in the development of platforms.

241. There were timely responses from the project by bringing awareness about the effect of COVID 19 on plastic waste or link between COVID 19 and wastewater, in the form of webinars or publication. They were effective for getting public attention and raising awareness of the issues concerned.

242. Based on above findings, the communication and public awareness of the project is Satisfactory.

¹⁶ Those categories are: 1. Biodiversity and natural habit, 2. Resource efficiency, pollution prevention and management of chemicals, 3. Safety of Dams, 4. Involuntary resettlement, 5. Indigenous peoples. 6. labor and working conditions, 7. Cultural heritage, 8. Gender equity, 9. Economic Sustainability

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

VI. CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions

243. Overall project “Protecting the Marine Environment from Land-based Pollution through Strengthened Coordination of Global Action” is rated as Satisfactory. The project was Highly Satisfactory in strategic relevance, quality of project design, efficiency, and country ownership.
244. The project was successful to raise the status of importance of three thematic issues (marine litter/plastic, nutrients and wastewater). In MTS 2018-22, land-based pollution was relevant with the Chemical, Waste and Air-pollution sub-program 5 of the management of chemicals and waste. The implementation of SP 5 was through supporting the international conventions such as Basel and the Rotterdam Conventions. In MTS 2022-25, the land-based sources of pollution to fresh and marine water (plastic, nutrients) and wastewater treatment are regarded as priority issues. POW 2022-23 indicates the “Source to Sea” approach as a way to combat marine pollution. The project contributed to increasing strategic importance of marine-based pollutions in UNEP’s strategy. Increased amounts of donor funding and the number of contributing donors are another indicator that governments are taking land-based pollution sources as important issues to respond to.
245. The project was successful in strengthening the global governance or mechanism of responses to land-based marine pollution (Outcome 1). The decision to move marine/plastic issues from GPA to UNEA and the adoption of UNEA resolutions on plastic and sustainable nitrogen are evidence of strengthening global governances for coordinated action to tackle marine pollution.
246. The project successfully provided policy and technical support to governments. The implementation of national source inventories of marine litter/plastic has been replicated to more than 15 countries with additional funds, far exceeding the target number of country.
247. Strong country ownerships of intergovernmental processes are contributing to the success of the project. Since adoption of UNEA resolution 5/2 in March 2022, already 87 countries nominated focal points for the Sustainable Nitrogen Working Group. Countries drive the implementation of UNEA resolutions with support provided by the project.
248. The project’s monitoring and assessment tools and methodologies, as well as guidelines are widely used. Almost of all countries monitor and report coastal eutrophication (SGD 14.1.1a) by using the methodology proposed by the project in collaboration with the Law division. The developed guideline for small scale decentralised wastewater in Tanzania became the national guideline.
249. GPML digital platform for marine litter and plastic is a successful knowledge management tool developed by the project. The platform hosts 2677 resources comprising of technical resources, events, technologies, capacity development resources, initiatives, action plans, policies, and financing resources. More than 100 countries submitted their information. The success of the digital platform can be replicated to other issues such as nutrients and/or wastewater.
250. One of the challenges of project was scaling up of good practices by private/ business entities. Outcome indicators relating to private entities have been partially achieved. There was a lack of dedicated resources (time and/or human) to work with and support private entities. Weak mandate of Source to Sea Pollution Unit (SSPU) to engage with the private sector affected the progress. Nevertheless, the project targeted sector such as insurance sectors to raise awareness of the risk of plastic pollution to insurance sector. Replication of good practice or changes of practice or behaviour are important assumption for the achievement of long-term impact, hence likelihood of achieving impact was affected.
251. The quality of project management was rated as Moderately Satisfactory. The proposed Project Steering Committee in the project document was not implemented. The SSPU unit’s weekly meetings were used to monitor the implementation. But there was no evidence of regular

discussion with UNEP's other branches on the project, making the oversight or guidance function of project management weak. There were no meeting records kept or stored in the PIMS. One of the PMOs commented that there were no handover notes or information from the predecessor who had left the position. An oversight functions such as steering committee with meeting records could have improved the project management.

252. Monitoring of project was also rated as Moderately Satisfactory. The monitoring plan in the project document was in detail with data sources and collection methods for each indicator. However, the plan did not seem to be fully used for actual monitoring. Reporting of implemented. Monitoring was reported in every six months in PIMS then in IPMR. However, achievements of targets did not indicate the sources of information to confirm those achievements. Also, some of the indicators were not relevant to measure the achievements of outcomes.

B. Summary of project findings and ratings

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

UNEP Evaluation Office Validation of Performance Ratings:

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

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

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

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

Table 8 Summary of project findings and ratings

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation	EOU Validated Rating
Strategic Relevance	The project is relevant to strategies and work plan of UNEP, regional sea conventions, SDGs, and key donors' policies.	Highly Satisfactory	Rating validated	Highly Satisfactory
1. Alignment to UNEP MTS, POW and strategic priorities	The project is well aligned with MTS 2017-21 and 22-25, POW 2020-21 and 22-23 and UNEA relevant resolutions.	Highly Satisfactory	Rating validated	Highly Satisfactory
2. Alignment to Donor/Partner strategic priorities	Project is aligned with policies and visions of two major donors (Norway and Japan)	Satisfactory	Rating validated	Satisfactory
3. Relevance to global, regional, sub-regional and national environmental priorities	The project is coherent with the Regional Seas Strategic Directions 2017-2020 and SGD 6 and 14. As well as Regional Sea Conventions.	Highly Satisfactory	Rating validated	Highly Satisfactory
4. Complementarity with relevant existing interventions/coherence	The project complements with UNEP's global campaigns and activities of GPML, GPNM and GWWI.	Highly Satisfactory	Rating validated	Highly Satisfactory
Quality of Project Design	The project document was comprehensive and followed UNEP's project management guideline.	Highly Satisfactory	Rating validated	Highly Satisfactory
Nature of External Context	Outbreak of COVID 19 was the significant external factor affected project negatively and positively.	Moderately Unfavourable	Rating validated	Moderately Unfavourable
Effectiveness	Most of outputs have been or will be achieved. Some Outcome have not been achieved. Link between overall outcome to intermediate state is weak.	Satisfactory	Overall effectiveness rating adjusted from "Satisfactory" to "Moderately Satisfactory".	Moderately Satisfactory
1. Availability of outputs	Most of the outputs have been achieved	Satisfactory	Rating validated	Satisfactory
2. Achievement of project outcomes	Project was strong in Outcome 1 and Outcome 3. The achievement of Output 2, of uptakes of good practices and introduction of innovative financial models was challenge.	Moderately Satisfactory	Rating validated	Moderately Satisfactory
3. Likelihood of impact	Driver for overall outcome to intermediate state is not strong.	Likely	Rating adjusted from "Likely" to "Moderately Likely" considering that some of the drivers (e.g., 'scaled up or uptake of good practices', 'innovative financing and political and institutional supports') are partially in place as indicated in paragraphs 192-193.	Moderately Likely

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation	EOU Validated Rating
Financial Management	Good communication and adherence to UNEP's financial policies were observed.	Satisfactory	Rating validated	Satisfactory
1. Adherence to UNEP's financial policies and procedures	Adherence to financial policies and procedures were confirmed through interview.	Satisfactory	Rating validated	Satisfactory
2. Completeness of project financial information	The reviewer confirmed that necessary financial documents were kept properly.	Satisfactory	Rating validated	Satisfactory
3. Communication between finance and project management staff	Communication and coordination between FMOs and PMOs were good.	Satisfactory	Rating validated	Satisfactory
Efficiency	Project extended to replicate activities. Activities were realistic to the available budget.	Highly Satisfactory	Rating validated	Highly Satisfactory
Monitoring and Reporting	Implementation of monitoring can be improved by following monitoring plan	Moderately Satisfactory	Rating validated	Moderately Satisfactory
1. Monitoring design and budgeting	Project documents' monitoring plan was in detail. Some indicators are not relevant.	Moderately Satisfactory	Rating validated	Moderately Satisfactory
2. Monitoring of project implementation	The project monitoring was chiefly conducted by reviewing reports from the executing organizations.	Satisfactory	Rating adjusted from "Satisfactory" to 'Moderately Satisfactory' The section on monitoring of project implementation only reports that "The project monitoring was chiefly conducted by reviewing reports from the executing organizations. There were some monitoring trips but not all the demonstration projects were visited, such as Wastewater project in Malaysia".	Moderately Satisfactory
3. Project reporting	Regular reporting on PIMS and IPMS were confirmed.	Moderately Satisfactory	Rating validated	Moderately Satisfactory
Sustainability	Replications of activity in plastic, strong ownerships of country and existing partnership are positive factor of sustainability	Likely	Rating validated	Likely
1. Socio-political sustainability	Countries were committed for the implementation of UNEA resolutions	Highly likely	Rating validated	Highly likely
2. Financial sustainability	Additional funding for replication on plastic pollution is secured. Donor contribution and the number of donor have increased.	Likely	Rating validated	Likely
3. Institutional sustainability	Complementarity with activities of GPLM, GPNM and GWWI, and other programs exist	Highly likely	Rating validated	Highly likely

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation	EOU Validated Rating
Factors Affecting Performance	Preparation, readiness and country ownerships are highly satisfactory.	Satisfactory	Rating validated	Satisfactory
1. Preparation and readiness	Appropriate measures were taken for the preparation of project.	Satisfactory	Rating adjusted from "Satisfactory" to "Moderately Satisfactory". The Review report states (e.g., para. 27, 90, 226 and 251) that a Project Steering Committee was not formed.	Moderately Satisfactory
2. Quality of project management and supervision	There was no substantial challenge for project management. There was no functioning steering committee. High turnover of coordinators. Activities with GPML, GPNM and GWWI are well coordinated as well as working with executing partners.	Moderately Satisfactory	Rating validated	Moderately Satisfactory
3. Stakeholders' participation and cooperation	Active participations by the governments. Participations from private entities could have been improved.	Moderately Satisfactory	Rating validated	Moderately Satisfactory
4. Responsiveness to human rights and gender equality	Issue of gender equity of the steering committee of GPNM was addressed. Publication on environmental justice and plastic pollution highlighted the human rights issues.	Moderately Satisfactory	Rating validated	Moderately Satisfactory
5. Environmental and social safeguards	Environmental and social safeguards are considered as low risk.	Satisfactory	Rating validated	Satisfactory
6. Country ownership and driven-ness	Countries are driving intergovernmental processes and implementation of UNEA resolutions	Highly Satisfactory	Rating validated	Highly Satisfactory
7. Communication and public awareness	Communication between the project and project partners were good.	Satisfactory	Rating validated	Satisfactory
Overall Project Performance Rating	The project was well planned and executed. It was highly relevant to UNEP's strategy and SDGs. Outputs were achieved but linking to intermediate state could have been improved. The Project was implemented efficiently and already some activities were replicated. Coherence with global partnerships and strong country ownership makes the sustainability of project likely. Management of project had not major challenge except COVID19 but monitoring could have been improved.	Satisfactory	Rating validated	Satisfactory

C. Lessons learned

Lesson Learned #1:	Project were successful to raise status of three priority issues to the next levels.
Context/comment:	Compared with MTS 2018-22, the land-based sources of pollution to fresh and marine water (plastic, nutrients) and wastewater treatment are highlighted as priority issue in MTS 2022-25 and in POW 2022-23, "Source to Sea" approach is embraced as way to combat marine pollution. These are the indications that the project has raise status of issues. Further, the overall amount of donor contributions has increased three times more than the beginning of the project as well as the number of contributing donors.

Lesson Learned #2:	The structure of combining thematic and cross-cutting themes in project design was ambitious, there are pros and cons.
Context/comment:	The project is structured with three thematic components (marine litter/plastic, nutrients and wastewater) and three crosscutting components (global governance, monitoring and assessment, and awareness-rising). The design aimed for a comprehensive way to address sources to sea pollution. This structure made activities of cross-cutting themes easy to address (Ex. Nexus of wastewater and nutrients, micro-plastic in wastewater). Complementarity between thematic activities like sharing platform of Massive Open Online Courses was strong. Cross-cutting activities such as awareness and capacity building were thematic activities. However, responsibilities of implementation, monitoring and reporting of these cross-cutting components were not clearly defined. The target groups of sensitizations and capacity building vary by themes. To make cross-cutting outcome more effective, outcome indicators could have set for each theme.

Lesson Learned #3:	Uptake or replication of good practices or innovative technologies by private entities seemed to be challenge. It requires dedicated resources and focused activities on private entities.
Context/comment:	Uptake or replication of good practices and innovative financing by private entities was challenge. A few lessons can be drawn from this. Involvement of private sector requires dedicated resources, especially time and human resources. Like governments, the private sectors need to be neutered, assisted and supported for

	<p>them to make changes in their management and productions. The project did not have this kind of resources.</p> <p>Level of engagement of private entities (type of involvement by private sector) needs to be clear. In Mississippi River Pollution Initiative executed by North America Regional Office, local manufactures and companies were involved with data collection activities. Dealing with individual private entities could better be done by regional or national offices due to their proximity to individual entities. Targeting industry associations and international chamber of commences may be more effective approach for UNEP headquarters to engage in.</p> <p>Alternative approach and type of involvement of private sectors can be explored further. "Unwrapping risk of plastic pollution to insurance industry" is a good example of sensitizing the whole industry.</p>
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Lesson Learned #4:	Indicators measuring the change of process or behaviour require qualitative and quantitative information to describe changes.
Context/comment:	Some outcome indicators were not so "SMART". Indicators measuring the change in action or behaviour such as "uptake" and "replicate" requires description of changes "what was up-taken or replicated" as well as quantitative data to complete the achievements.

Lesson Learned #5:	Collaborative approach between nutrients and wastewater are productive and effective way to showcase source (nutrients) to sea (wastewater treatment)
Context/comment:	Collaboration of two thematic issues, nutrients and wastewater, are effective way to raise awareness. Nutrients and wastewater are not visible unlike marine litter. Linking how untapped nutrients affects wastewater quality, then impact on fresh and marine water systems can enhance understanding of issues and importance of source to sea approach.

D. Recommendations

Recommendation #1:	Monitoring and reporting of output and outcome need to include data source for verification and indicators need to be "SMART" so that achievements of the project can be communicated accurately.
Challenge/problem to be addressed by the recommendation:	When setting up indicators, "Measurability" is emphasised and quantitative indicators are often used. However, the project aimed at the changes of behaviour or processes of stakeholders. Reporting needs to include the description of the changes caused

	<p>by the project. For example, reporting the changes such as “uptake” or “replicated”, the description need to include “what has been uptake or replicated” to have accurate reporting.</p> <p>For the reporting of the achievement should include the source of information/data so that the achievement can be verified. It is also important that the monitoring plan need to be revised during the revision of project document so that outcome and output indicators and their means of verifications are updated to be fit for the situation of project.</p> <p>“Specific” and/or “Relevance” are key components of SMART indicators. When setting up indicators for output and /or outcomes, consideration should be given to assess if indicators reflect the achievements of output and/or outcomes</p>
Priority Level:	High
Type of Recommendation	UNEP-wide
Responsibility:	Project Review Committee, UNEP Evaluation Office, UNEP staff
Proposed implementation timeframe:	Long term

Cross-reference(s) to rationale and supporting discussions: Section G. 206-208

Recommendation #2:	When designing the project, cross-cutting components needs to be taking into consideration that different sources of pollution have different stakeholders and their influences on the changes that the project is aiming at.
Challenge/problem to be addressed by the recommendation:	<p>When setting up cross-cutting outputs and outcomes, consideration should be given that each thematic issue has different stakeholders and their influences on the desirable changes. Plastic pollution has wider ranges of stakeholders than wastewater or nutrients. Raising awareness of consumers on plastics and of decision makers on sustainable wastewater treatment weigh different in terms of impact and influence of the changes of practice.</p> <p>These differences should be considered when setting up target value in cross-cutting outputs and outcomes. Instead of setting 20,000 stakeholders for awareness raising, each thematic issue can set up the target with consideration of potential impact and influence on the stakeholders.</p>
Priority Level:	High
Type of Recommendation	UNEP-wide
Responsibility:	Project Review Committee UNEP project staff

Proposed implementation timeframe:	Long-term
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Cross-reference(s) to rationale and supporting discussions: Section D. 178.

Recommendation #3:	Uptake of good practices and technology by private sectors require dedicated activities and resources. Alternatively, consider changing the nature of involvement by private sectors.
Challenge/problem to be addressed by the recommendation:	<p>Outcome indicators such as introduction of business model, replication of good practices by business entities did not have significant achievements. Instead, the project approached industry sectors such as insurance sectors.</p> <p>For supporting business entities to change production and management practices require dedicated resources such as time, human resources and sometimes funding. Like governments, business entities need to be sensitized, supported and assisted by the project to change their actions. Dedicated resources are required to work with business entities.</p> <p>In addition, enabling conditions such as UNEP's corporate policy and rules need to allow the project to have meaningful working relation with private sectors.</p> <p>Since business entities are key groups for reduction of land-based pollutions, effective working model with business entities need to be explored.</p> <p>Working with industry association or chamber of commerce, collaboration with other UNEP's branches such as UNEP FI and Economic Division are found to be more effective and efficient to have fruitful engagement with business entities and this kind of involvement of private sectors can be considered when designing a project.</p>
Priority Level:	High
Type of Recommendation	UNEP-wide
Responsibility:	UNEP corporate office, UNEP project staff
Proposed implementation timeframe:	Long term

Cross-reference(s) to rationale and supporting discussions: Section D.182-186

Recommendation #4:	Collaboration or cross-thematic approach nutrients and wastewater should be further encouraged
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Challenge/problem to be addressed by the recommendation:	The project explored the collaboration between nutrients and wastewater through joint GPNM and GWWI meetings and webinars. The realization such as the flow of untapped nutrients in wastewater is harmful to ecosystems but nutrients can be recovered from wastewater are easy to understand the linkage between two issues. Addressing nutrients and wastewater nexus with food production are effective way to enhance the understanding of these issues as well. Therefore, the reviewer recommends the continuation of collaborative or cross-sectorial approach of these issues.
Priority Level:	High
Type of Recommendation	UNEP-wide
Responsibility:	UNEP project staff
Proposed implementation timeframe:	Long-term

Cross-reference(s) to rationale and supporting discussions: Section D.161 & 169

ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS

Stakeholders' comments were made directly into the draft version of the report and addressed by the TR consultant.

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

Page Ref	Stakeholder comment	Reviewer Response
34 (132)	ToC describes the cause and result of each output to outcomes. The proposal was written by following guideline in 2018.	The reviewer agrees with stakeholder's comment. But current evaluation guideline requires linking outputs and outcomes with drivers and assumptions which may not have been the case at the time of developing this project.

ANNEX II: LIST OF STAKEHOLDERS INTERVIEWED

List of stakeholders interviewed

Name	Position	Organization
Alex Pires	Programme Management Officer	Ecosystems Division UNEP
Arshad Hussain	Financial Management Officer	Ecosystems Division UNEP
Carla Friedrich	Programme Management Officer	Ecosystems Division UNEP
Christopher Cobin	Coordinator	Cartagena Convention Secretariat Ecosystems Division UNEP
Datu Mustafa Kamal Mohd Zaini	President	ACT Malaysia
Heidi Savelli-Soderberg	Senior Programme Management Officer	Ecosystems Division UNEP
John Gakunya	Financial Associate Officer	Ecosystems Division UNEP
Rahinah Ibrahim	Advisor	ACT Malaysia
Prof. Ramesh Ramachandran	Chairperson	Global Partnership for Nutrition Management (GPNM)
Riccardo Zennaro	Programme Management Officer	Ecosystems Division UNEP
Stephanie Van Der Poel	Programme Management Officer	Ecosystems Division UNEP
Tessa Goverse	Principal Coordinator	Secretariat of the Open- Ended Working Group on a Science-Policy Panel Economic Division UNEP

ANNEX III: REVIEW MATRIX

	Key Evaluation Questions	Source of verification
1. Strategic Relevance	1-1 Is the project relevant with UNEP MTS, PoW (2018-19/20-21/22-25) and Strategic Priorities including Bali Strategic Plan and South-South Cooperation?	MTS and PoW, Bali Strategic plan
	1-2 Are there any specific donor strategic priorities related with this project. If there is, is the project in line with the donor's strategic priorities. (applicable only to certain donors)	Relevant strategy or ODA strategy of donors
	1-3 Is the project relevant with regional, sub-regional and national environmental priorities, particularly Regional Sea convention priorities?	Regional Sea conventions, objective, strategies
	1-4 To what extent did the project meet the needs of all beneficiary groups, and reflect the UNEP policy priority to leave no one behind?	Interview result
	1-5 Complementarity with relevant existing interventions a. How well did the project consider account on-going and planned activities that address similar needs of target groups? b. Did the Project Team in collaboration with ROs and Sub-Program Coordinators make efforts to ensure their interventions were complementary to other interventions, optimized synergies, or avoided duplication of effort?	Relevant interventions, interview results
2. Quality of Project Design	This is indicated in the inception report	Quality of project design table
3. Nature of External Context	What are the significant external context that affected project implementation and achievement of outcomes?	Interview result, monitoring reports
4. Effectiveness	4-1. Availability of Outputs a. Was the project able to produce its outputs, and make them available to intended beneficiaries? b. What was the level of ownership of outputs by, and usefulness to intended beneficiaries? c. What was the level of timeliness of the outputs? d. What were the reasons for the success or failure of the project in delivering its outputs and meeting its expected quality standards? b. Did the project achieve its intended milestones?	Monitoring reports and other published documents and interview results
	4-2. Achievement of Project Outcomes a. Have the project outcomes been achieved? b. If there are outcomes not been achieved, what are the significant factors of non-achievement? c. What are the contributing factors of the achievement of the outcomes? d. Were the outcomes responsive to human rights and gender equality?	Monitoring reports and other published documents and interview results

	e. How, if indeed, did communication and public awareness affect the achievement of the outcomes?	
	4-3. Likelihood of achieving project objective/impact a. What is the likelihood of achieving overall objective of the project? b. Have the achievement of project lead to the pathway from intermediate results to project objective and impact? c. Were there any unintended positive effects of the project, and how were they related to the project's Project objective and impact? d. Were there any unintended negative effects of the project, and how were they related to the project's Project objective and impact? e. What is the likelihood that the project will make a substantive contribution to long-lasting change represented by the SDGs	Project documents including ToC. Revision of ToC. Monitoring reports and interview results
5. Financial Management	5-1. Adherence to UNEP's financial policies and procedures a. How much of all funds received by the project was spent on each output and component? b. How did the spending compare with the approved budget?	Interview with FMO. Project documents, financial documents
	5-2. Completeness of financial information a. Did the project properly use UNEP's financial management standards? b. Did the project adhere to UNEP's financial management policies? c. Were there any financial management issues affect the timely delivery of the project or quality of its performance? d. Was financial documentation being done properly (ex. Are there any missing, inaccurate, incomplete, or unavailable in a timely manner?)	Financial documents, interview with FMO
	5-3 Communication between financial and project management staff Were there any issues regarding communication between the PM and the Fund Management Officer with regards to the effective delivery of project, and the needs of a responsive, adaptive management approach?	Interview with FMO and PMO
6. Efficiency	a. Did the project deliver maximum results from available resources? b. Were the project's expected results achieved at the least possible cost? c. Were the planned activities delivered on time? d. Were the planned events and activities sequenced efficiently? e. To what extent that project was managed for timely delivery of activities including completion of project? f. Were there any negative impacts caused by project delays and extensions? g. Were any efforts made to use/build on synergies with pre-existing institutions, partnerships, etc. to increase efficiency?	Confirmation of achievements and milestones. Interview results. Monitoring reports and project documents.
7. Monitoring and Reporting	7-1 Monitoring Design and Budgeting a. Were the project indicators relevant and appropriate to express the achievement of outcomes and outputs? b. Were the results-based management methods were used to track progress against the indicators?	Project documents including logical framework and monitoring plans. Monitoring reports

	<ul style="list-style-type: none"> c. Was the quality of designing the monitoring plan appropriate to track the progress? d. Were enough funds allocated for the implementation of the monitoring plan? e. Were enough resources allocated for Mid-Term and TE/Review of the project? 	
	<p>7-2 Monitoring of Project Implementation</p> <ul style="list-style-type: none"> a. Did the monitoring system facilitate timely tracking of results and progress toward project objectives throughout the project's implementation? b. Did the project gather relevant and quality baseline data that was accurately and appropriately documented? c. Did the project monitor the representation and participation of disaggregated groups (e.g. vulnerable, marginalized, and other groups) in project activities? d. What was the quality of the information collected by the monitoring system during the project's implementation? e. How the collected information was used to adapt and improve project execution, achievement of outcomes, and ensure sustainability. f. Were the funds allocated for monitoring used to support the activity? 	Meeting reports, interview results, project documents including logical framework
8. Sustainability	<p>8-1 Socio-political Sustainability</p> <ul style="list-style-type: none"> a. To what extent do social and political factors support the continuation and further development of the benefits derived from the project? b. What is the level of ownership, interest and commitment among UNEP, governments, and other stakeholders to ensure that the project's achievements are sustained? c. Are there any concerning socio and political factors that may affect the sustainability of the project? 	Interview results, monitoring reports, project documents including budget, relevant documents
	<p>8-2 Financial Sustainability</p> <ul style="list-style-type: none"> a. To what extent are project outcomes dependent on future funding for the benefits they bring to be sustained? b. Has future funding been secured for activities that would sustain the project's outcomes? c. Are there any concerning financial factors that may affect the sustainability of project? 	Interview results
	<p>8-3 Institutional Sustainability</p> <ul style="list-style-type: none"> a. To what extent does the sustainability of project outcomes depend on institutional frameworks and governance of beneficiaries? b. Are institutional achievements such as governance structures, policies, etc. strong enough to continue to deliver the benefits of the project outcomes after the end of the project? c. How likely is that institutional capacity development will be sustained after the closure of the project? 	Interview results and monitoring reports, multi-stakeholder meeting records
9. Factors Affecting Project Performance and Cross cutting issues	<p>9-1 Preparedness and Readiness</p> <ul style="list-style-type: none"> a. Were appropriate measures take to either address weaknesses in project design or respond to changes which occurred between project approval and project mobilization? b. What was the nature and quality of engagement with stakeholders by the project team? c. Was the capacity of partners confirmed before the project started? 	The project documents, interview results, monitoring reports and other documents.

	<p>d. Were partnership agreements developed before the start of the project?</p> <p>e. What was the level of initial staffing and financial arrangements of the project?</p>	
	<p>9-2 Quality of Project Management and Supervision</p> <p>a. How effective was project management with regards to providing leadership to achieving the outcomes, managing team structures, maintaining productive partner relationships, et.?</p> <p>b. Are there any examples of adaptive management adopted by the project?</p>	<p>Interview results, monitoring reports and other documents</p>
	<p>9-3 Stakeholder Participation and Cooperation</p> <p>a. What was the quality and effectiveness of communications and consultations with stakeholders during the project?</p> <p>b. What support was given to maximize collaboration and coherence between stakeholders (e.g. sharing plans, pooling resources, and exchanging learning and expertise)?</p> <p>c. What was the level of inclusion and participation of all differentiated groups in the project?</p>	<p>Interview results, list of participants to events and seminars</p>
	<p>9-4 Responsiveness to Human Rights and Gender Equity</p> <p>a. To what extent did the project apply UN Common Understanding on HRBA and the UND Declaration on the Rights of Indigenous Peoples?</p> <p>b. To what extent did the project adhere to UNEP's Policy and Strategy for Gender Equality and the Environment?</p> <p>c. To what extent did the project take into account inequalities in access to natural resources, vulnerabilities of disadvantaged groups, and their role in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation?</p>	<p>Interview results and monitoring reports.</p> <p>Gender markers related documents</p>
	<p>9-5 Environmental and Social Safeguards</p> <p>a. Were UNEP requirements for addressing environmental issues and social safeguards?</p> <p>b. Were risk ratings reviewed on a regular basis?</p> <p>c. Was project implementation monitored for safeguard issues?</p> <p>d. Did the project respond, where and when necessary, to safeguard issues through risk avoidance, minimization, mitigation or offsetting?</p> <p>e. Did the project report on the implementation of safeguard management measures it took?</p> <p>f. To what extent did the project help minimize UNEP's environmental footprint?</p>	<p>Project documents</p> <p>Monitoring reports</p>
	<p>9-6 Country Ownership and Driven-ness</p> <p>a. What was the quality and degree of engagement of the project with government/public sector agencies?</p> <p>b. To what extent did government/public sector partners move forward from project outputs to outcomes, or from project outcomes to intermediate states?</p>	<p>Interview results, monitoring reports, documents produced by the project</p>
	<p>9-7 Communication and Public Awareness</p> <p>a. How effective was the communication of learning and experience sharing between project partners and stakeholders?</p> <p>b. How effective were the project's public awareness-raising activities?</p>	<p>Documents and publication, online news about the project. Knowledge platform and number of their</p>

	<p>c. Were existing communication channels and networks used effectively (including meeting the needs of differentiated groups and the presence of feedback channels)?</p> <p>d. What is the sustainability of the knowledge sharing platform from socio-political, institutional, or financial perspectives?</p>	participants and posts/ data
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ANNEX IV: LIST OF DOCUMENTS

Project Document
<ul style="list-style-type: none"> • Project Document: Protecting the Marine Environment from Land-Based Pollution through Strengthened Coordination of Global Action (Approved Marcy 2019) • Project Document (Revision approved July 2020) • Project Document (Revision approved August 2022)
UNEA resolutions/UNEP document
<ul style="list-style-type: none"> • Cover note INFORMAL CONSULTATIONS ON THE FUTURE OF THE GLOBAL PROGRAMME OF ACTION FOR THE PROTECTION OF THE MARINE ENVIRONMENT FROM LAND-BASED ACTIVITIES (GPA) • Possible options for the future of the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities: An analysis, Feb, 2019 • UNEA 5/2: Sustainable nitrogen management (Adopted March 2022) • UNEA 5/14: End plastic pollution: towards an international legally binding instrument (Adopted March 2022) • UNEP/EA/4.4 Programme of work and budget for the biennium 2020–2021 • UNEP /EA.5/3/Add.1/Rev.1 Programme of work and budget for the biennium 2022–2023 • Regional Nutrient Pollution Reduction Strategy and Action Plan for the Wider Caribbean Region, June 2021 • Regional Strategic Sea Directions 2017-2020, Regional Sea Study Series No. 201., UNEP-Regional Seas, • UNEP/GPA/IGR.5/4 Report of the fifth session of the Intergovernmental Review Meeting on the Implementation of the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities, Feb. 2022 • Wider Caribbean Regional Nutrient Pollution Reduction Strategy and Action Plan, Power point presentation by Sherry Heileman, Liana McManus
Monitoring Reports
<ul style="list-style-type: none"> • PIMS Highlights and Output and Outcome reporting • IPMR Project Progress Report (July 2023)
Marine Litter and Plastics
<ul style="list-style-type: none"> • Clean Seas, https://www.cleanseas.org/?_ga=2.31560126.1433051134.1709024327-483127461.1707976378 • Global Partnership on Marine Litter Digital Platform, May 2021, UNEP • Guidelines for the Development of Action Plans on Marine Litter, Dr Karen Raubenheimer, UNEP, Nov 2019 • 127 Countries Now Regulate Plastic Bags. Why Aren't We Seeing Less Pollution?: World Resource Institute, • https://www.wri.org/insights/127-countries-now-regulate-plastic-bags-why-arent-we-seeing-less-pollution • Massive online course on Marine litter • Mississippi River Plastic Pollution Initiative: https://www.youtube.com/watch?v=xjLpFQSHUA • Mississippi Today, https://mississippitoday.org/2023/12/29/mississippi-river-trash/ • National Action Plan on Marine Litter and Plastic Pollution Mexico,

- Neglected: Environmental Justice Impacts of Marine Litter and Plastic Pollution, <https://www.unep.org/resources/report/neglected-environmental-justice-impacts-marine-litter-and-plastic-pollution>
- The Price of Plastic Pollution, Minderoo foundation& UNEP, 2022
- UNEP overcomes global data challenges to track and reduce marine litter. <https://www.ibm.com/blog/toward-a-world-of-plastic-free-beaches>
- Water Pollution by Plastics and Microplastics: A Review of Technical Solutions from Source to Sea, UNEP 2020

Nutrients

- Colombo Declaration on Sustainable Nitrogen Management, Oct. 2019, Sri Lanka
- Informative document for the 2nd Meeting of the UNEP Working Group on Nitrogen.
- List of Countries associating with the Colombo Declaration, Nov. 2019
- Restoration of degraded green belts and trees planting along the streets in the city of Niamey, Niger, project document prepared by UNEP, Jan. 2019
- Restoration of degraded fragile mountain landscapes to improve biodiversity conservation and livelihoods for local communities in Togo, project document prepared by UNEP, Jan. 2019
- Roadmap for Action on Sustainable Nitrogen Management 2020-2022, information document of Annual Sub-committee of UNEP-CPR, Oct 2019
- Summary of the work of the UNEP Working Group on Nitrogen, Jan. 2024
- VOLUNTARY NATIONAL ACTION PLAN ON SUSTAINABLE NITROGEN MANAGEMENT, UNEP Working Group on Nitrogen, 5TH MEETING, JAN. 2024

Wastewater

- Agenda, Review Workshop Sanitation and Wastewater Management in Africa Atlas, GIRD Arendal, May 2019
- Report: Capacity Building Training for Loving The Environment to Prosper The Community at LOK URAI VILLAGE, GAYA ISLAND, SABAH, MALAYSIA, Nov. 2022, ACT Malaysia
- Guidelines for the Application of Small-Scale, Decentralised Wastewater Dec. 2018, Ministry of Water, Republic of Tanzania
- The GWWI newsletter #7 April 2023, <https://express.adobe.com/page/tzKSqaYqyS1ts/>
- The GWWI newsletter #6 April 2022, <https://express.adobe.com/page/O5CHQXfdEcwfv/>
- The GWWI newsletter #5 July 2021, <https://express.adobe.com/page/TUkj4YjIMTsQZ/>
- GLOBAL WASTEWATER INITIATIVE (GW²I) STEERING COMMITTEE MEETING, March 2021
- THE GLOBAL WASTEWATER INITIATIVE (GW²I) TOWNHALL MEETING report, Oct. 2022, GWWI
- How to reduce pollution in Delhi's waterways: study, Aug 2022, <https://www.unep.org/news-and-stories/story/how-reduce-pollution-delhis-waterways-study>
- In Malaysia's floating villages, sanitation arrives in portable form, June 2021, <https://www.unep.org/news-and-stories/story/malysias-floating-villages-sanitation-arrives-portable-form>
- Innovation brings water sanitation to low-income communities in Tanzania, Sept. 2021, <https://www.unep.org/news-and-stories/story/innovation-brings-water-sanitation-low-income-communities-tanzania>
- Miongozo ya Matumizi ya Mifumo Kutibu Majitaka (DEWATS), July 2021, Ministry of Water, Republic of Tanzania
- Interview, Leticia Carvalho, Smart Water Magazine, Feb. 2021,
- Report on the Effectiveness of the Global Wastewater Initiative (GW²I)
- Sanitation and Wastewater Atlas of Africa, 2020, African Development Bank, United Nations Environment Programme, GRID-Arendal

<ul style="list-style-type: none"> • Vihiga County Solid and Liquid Waste Management Strategy, county government of Vihiga, July 2021 • Wastewater – Turning Problem to Solution, UNEP, 2023 • Terminal Evaluation of the UNEP Project: “Managing Wastewater Through Global Partnership” May 2023 PowerPoint presentation
Others
<ul style="list-style-type: none"> • 3rd JOINT MEETING OF THE GLOBAL PARTNERSHIP ON NUTRIENT MANAGEMENT (GPNM) AND GLOBAL WASTEWATER INITIATIVE (GW²I), March 2021 • Partnership Validation Letter, UNEP Science division, June 2022 • Tenth Meeting of the Inter-Agency and Expert Group on the Sustainable Development Goal Indicators, STA/441/2/166A/3, UN DESA, Jan. 2020

ANNEX V: PROJECT BUDGET AND EXPENDITURES

Project Budget (the 2nd revision)

Budget Summary										
Type of funding	Source of funding	Details	Actual 2019	Actual 2020	Actual 2021	Planned 2022	Planned 2023	Planned 2024	Total XB Budget	
	Environment Fund (EF) activity budget				103,262	55,000			\$ 158,262	
	Regular Budget (RB) activity budget			-	-	-			\$ -	
	TOTAL EF/RB BUDGET		-	-	103,262	55,000			\$ 158,262	
Cash		French Donor	292,930	98,155	2013.23	(5,749)			\$ 387,349	
		DuTCH 2018	18,997	29,998	-	37124			\$ 86,120	
		MoNACO 2019	-	28,244	15,477	59178.12			\$ 102,899	
		Dormant TF balances	-	-	47,575	(2,375)			\$ 45,200	
		CANADA 2019	47,667	-	-	7,769			\$ 55,436	
		NORDIC 2018	-	114,560	-	-			\$ 114,560	
		SIDA ADHOC 2019	83,875	116,171	(1,864)	-			\$ 198,183	
		NORWAY-INDIA	-	232,751	148,423	288435			\$ 669,609	
		SIDA AD HOC 2020	-	330,040	-	-			\$ 330,040	
		AFDB 2016	175,744	-	31,595	30,493			\$ 237,832	
		AFDB 2017	-	-	4,027	-			\$ 4,027	
		NFL 2018	2,840,564	(17,318)	562,010	(5,338)			\$ 3,379,917	
		NFL 2019	419,497	1,147,487	1,974,742	(\$77,526)			\$ 3,464,200	
		NFL 2020	-	12,115	3,129,431	(66,075)			\$ 3,075,470	
		NFL 2021	-	-	872,818	2,900,470			\$ 3,773,288	
		SEL 2019	148,604	547,955	172,086	40,668			\$ 839,312	
		SEL 2020	-	63,217	427,638	1,244			\$ 492,100	
		SEL 2021	-	-	165,906	783,058			\$ 948,964	
			Sweden regional seas 2020	-	37,438	5,698	16,864			\$ 60,000
			KOREA FOREST SERVICE	280,515	-	50,549	36,350			\$ 367,414
			Japan Fund 2019	596,572	453,153	(16,468)	-			\$ 1,033,257
			Japan Fund 2020	-	459,647	3,289,074	1,894,279			\$ 5,643,000
			USDOS 2020	-	-	207,721	786,179			\$ 993,900
			USDOS 2021	-	-	-	693,070			\$ 693,070
			Dutch Fund GPA	-	142,605	82,929	416,857			\$ 642,390
			SIDA Interest	-	-	51,840	(2,840)			\$ 49,000
			Japan Fund 2020	-	-	-	207,000			\$ 207,000
			Gov Of Switzerland	-	-	-	323,729			\$ 323,729
			Japan Fund 2021	-	-	-	183,334			\$ 183,334
			Denmark	-	-	-	976,504			\$ 976,504
	Norwegian ministry	-	-	-	173,706			\$ 173,706		
	PM of Germany	-	-	-	3,581			\$ 3,581		
	PM OF THE UNITED STATES TO THE UN	-	-	-	50,000			\$ 50,000		
	US EPA Funding	-	-	-	100,359			\$ 100,359		
	Spain	-	-	-	73,918			\$ 73,918		
	Finland	-	-	-	50,420			\$ 50,420		
	Germany	-	-	-	104,551			\$ 104,551		
	US Funding	-	-	-	-	3,900,000	3,012,500	\$ 6,912,500		
	France	-	-	-	-	57,078		\$ 57,078		
	Japan Fund 2022	-	-	-	908,782			\$ 908,782		
	TOTAL XB BUDGET		4,904,966	3,726,219	11,223,220	11,045,096	3,900,000	3,012,500	\$ 37,812,000	
In Kind		Environment Fund post costs	336,133	336,133	383,664	383,664			\$ 1,439,594	
		Regular Budget post costs	17,160	17,160	17,160	17,160			\$ 68,640	
		OTA								
		Other (Extra-Budgetary)	443,919	443,919	783,655	899,295			\$ 2,570,788	
		TOTAL IN-KIND BUDGET	797,212	797,212	1,184,480	1,300,119			\$ 4,079,022	
TOTAL SECURED BUDGET[2]			4,904,966	3,726,219	11,326,482	11,100,096			\$ 37,970,262	
TOTAL UNSECURED BUDGET			-	-	-	11,149,450			\$ 11,149,450	
TOTAL PLANNED BUDGET (secured + unsecured)			4,904,966	3,726,219	11,326,482	22,249,546	3,900,000	3,012,500	\$ 49,119,712	
Allocation to Regional Offices			596,572	924,759	3,561,875	1,217,511			\$ 6,300,717	

ANNEX VI BRIEF CV OF THE REVIEWER

Hiroko Sugimoto is an independent international evaluation consultant with a MS in Environmental Science and 12 years of consulting experiences. She has completed many evaluation assignments for various UN agencies and bilateral donors in African, Asian and Middle Eastern. She is specializing capacity building, water and sanitation, waste management and circular economy, and renewable energy sectors. In addition, she supported capacity building activities for the Ministry of Water in Kenya on managing unaccounted water losses. Previously, she worked for UNEP as an associate program officer for GEF projects as well as a small grants program coordinator at the Embassy of Japan for the Republic of Kenya.

ANNEX VII REVIEW TORS (WITHOUT ANNEXS)

TERMS OF REFERENCE

Terminal Review of the UNEP project

“Protecting the Marine Environment from Land-Based Pollution through Coordinated and Strengthened Global Action / PoW project 522.4”

Section 1: PROJECT BACKGROUND AND OVERVIEW

Project General Information

Table 1. Project Summary

UNEP PIMS¹⁷ ID:	<i>Umoja no.: SB-012156</i> <i>PIMS no.: 02049</i> <i>PoW project No 522.4</i>		
SDG(s) and indicator(s):	<p>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.</p> <p>Indicator:</p> <p>- 14.1.1: (a) Index of coastal eutrophication; and (b) plastic debris density.</p> <p>Target 6.3: By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.</p> <p>Indicators:</p> <p>- 6.3.1: Proportion of wastewater safely treated.</p> <p>- 6.3.2: Proportion of bodies of water with good ambient water quality.</p>		
Sub-Programme:	<i>PoW 2018-2019 and 2020-2021:</i> <i>SP5: Chemicals, Waste and Air Quality</i>	Expected Accomplishment(s) / Outcome(s):	<i>PoW 2018-2019 and 2020-2021</i> <i>Primary: SP5(b): Policies and legal and institutional and fiscal strategies and mechanisms for waste</i>

¹⁷ Acronym for ID assigned by the Integrated Planning, Monitoring and Reporting (IPMR) system.

	<p><i>SP3: Healthy and Productive Ecosystems</i></p> <p>PoW 2022-2023: <i>Chemicals and Pollution Action</i></p>		<p><i>prevention and sound management developed or implemented in countries within the framework of relevant multilateral environmental agreements. Secondary: SP5(a): Policies and legal, institutional and fiscal strategies and mechanisms for sound chemicals management developed or implemented in countries within the framework of relevant multilateral environmental agreements and the Strategic Approach to International Chemicals Management (SAICM). Tertiary: SP3(a): The health and productivity of marine, freshwater and terrestrial ecosystems are institutionalized in education, monitoring and cross-sector and transboundary collaboration frameworks at the national and international levels.</i></p> <p>PoW 2022-2023 Outcomes: <i>Outcome 3A: Human health and environmental outcomes are optimized through enhanced capacity and leadership in the sound management of chemicals and waste.</i></p> <p><i>Outcome 3C: Releases of pollutants to air, water, soil and the ocean are reduced.</i></p>
<p>UNEP approval date:</p>	<p>12-March-2019</p>	<p>Programme of Work Output(s) / Direct Outcome(s):</p>	<p>PoW 2018-2019 and 2020-2021</p> <p><i>PoW 5.1.5 PoW 5.1.7 PoW 5.2.2 PoW 5.2.5 PoW 3.1.2 PoW 3.1.6</i></p> <p>PoW 2022-2023 Outcomes:</p> <p><i>Direct Outcome 3.1: Regional and national integrated policy has shifted towards the sound management of chemicals and waste.</i></p>

			<p><i>Direct Outcome 3.2: Land-based sources of pollution in fresh water and oceans, including marine litter and nutrients, are reduced.</i></p> <p><i>Direct Outcome 3.3: Global plastic pollution is reduced.</i></p>	
Expected start date:	01/2019	Actual start date:	03/2019	
Planned operational completion date:	12/2023 (60 months)	Actual operational completion date:	03/2025 (planned)	
Planned total project budget at approval:	USD 53,198,734	Actual total expenditures reported as of:	Around USD 45,000,000 ¹⁸	
Expected co-financing:	N/A	Secured co-financing¹⁹:	N/A	
First disbursement:	N/A	Planned date of financial closure:	03/2025	
No. of project revisions:	2	Date of last approved project revision:	24-08-2022	
No. of Steering Committee meetings:	N/A	Date of last/next Steering Committee meeting:	Last: -	Next: -
Mid-term Review (planned date)²⁰:	06/2021	Mid-term Review (actual date):	06/2023	
Terminal Evaluation/Review (planned date):	09/2024	Terminal Evaluation/Review (actual date):	<i>Not applicable</i>	
Coverage - Country(ies):	<i>Bangladesh, Benin, Brazil, Cambodia, Cameroon, Cape Verde, Colombia, Costa Rica, Ecuador, Egypt, Georgia, Guatemala, Honduras, India, Indonesia, Jamaica, Kenya,</i>	Coverage - Region(s):	Africa, Asia Pacific, Europe, Latin America and the Caribbean, North America, West Asia	

¹⁸ Source: estimation by Project Manager. Detailed financial information should be provided by Fund Manager before contracting the TR consultant.

¹⁹ State whether co-financing amounts are cash or in-kind.

²⁰ UNEP policies require projects with planned implementation periods of 4 or more years to have a mid-point assessment of performance. For projects under 4 years, this should be marked as N/A.

	<i>Madagascar, Mexico, Morocco, Niger, Panama, the Philippines, Saint Lucia, Seychelles, Sri Lanka, South Africa, Tanzania, Thailand, Togo, Tunisia, Uganda, Vietnam</i>		
Dates of previous project phases:	<i>Not applicable</i>	Status of future project phases:	<i>Not applicable</i>

Project Rationale

Land-based pollution has been widely recognized to impact the health of aquatic ecosystems, including coastal and marine ones. Over time, population growth has led to the increasing demand for water, food and consumable goods, and the rising number of anthropogenic activities has resulted in augmented pollution from point and non-point sources. Also, extreme weather events and climate change pose additional stress on natural resources, with major consequences on human health, ecosystems, and infrastructures.

UN Environment Programme, as the Secretariat of the Global Programme of Action for the Protection of the Marine Environment from Land-Based Activities (GPA), plays a crucial role in identifying and acting on the challenge of land-based pollution. The GPA is the only intergovernmental mechanism that provides governments with conceptual and practical guidance on preventing, reducing, controlling and eliminating marine degradation resulting from land-based activities. The GPA activities serve to help achieve the Sustainable Development Goals (SDGs) contained in the 2030 Agenda for Sustainable Development, specifically SDG 6 and 14, and contribute to the implementation of UN Environment Assembly's (UNEA) resolutions on "Addressing water pollution to protect and restore water-related ecosystems" (UNEP/EA.3/L.27) and "Marine litter and microplastics" (UNEP/EA 3/L.20). The goal of this project is in line with the GPA Programme of Work (PoW) for the period 2018-2022 as well as with the objective of UN Environment's Chemicals, Waste and Air Quality sub-programme. UN Environment will implement the project in close co-operation with key partners and stakeholders, including the Regional Seas Programme, and through the three multi-stakeholder partnerships: the Global Partnership on Marine Litter (GPML), the Global Partnership on Nutrient Management (GPNM), and the Global Wastewater Initiative (GW²I).

Project Results Framework

The overall objective of this project is to strengthen responses to land-based pollution of the marine environment and address related issues of concern identified by governments. This also includes strengthening co-operation around the prevention of land-based pollution by fostering action targeting the sources of marine litter, nutrients, and wastewater pollution.

Overall Outcome: "Source-to-sea" good practices, policies, legal, institutional and fiscal strategies for addressing land-based sources of marine pollution developed or implemented by government, business entities and relevant stakeholders.

Immediate Outcome 1: Strengthened mechanism for global coordinated response on marine pollution endorsed by governments and stakeholders

Output A: Governments and stakeholders advised and supported to strengthen intergovernmental processes for global coordinated response on marine pollution

Immediate Outcome 2: Government, business entities and stakeholders uptake innovative tools, policies, best technologies and innovative financial mechanisms to encourage good practice and behavioural change to reduce marine pollution

Output B: Policy support, technical assistance, demonstration sites made available to countries in support of the global Governance framework to address marine litter and microplastics

Output C: Tools, approaches, frameworks, and demonstration projects for enhanced sustainable nutrient management

Output D: Technical assistance, guidance, demonstration sites, and knowledge products made available to countries to support enhanced sustainable wastewater management

Immediate Outcome 3: Government, business entities and relevant stakeholders assess and monitor the state of the marine environment and make decisions based on scientific evidence

Output E: Monitoring and assessment tools and methodologies made available to enhance national and regional capacities

Output F: Knowledge hub operational, awareness and capacity provided to change behaviour and drive action

Theory of Change (as per the ProDoc)

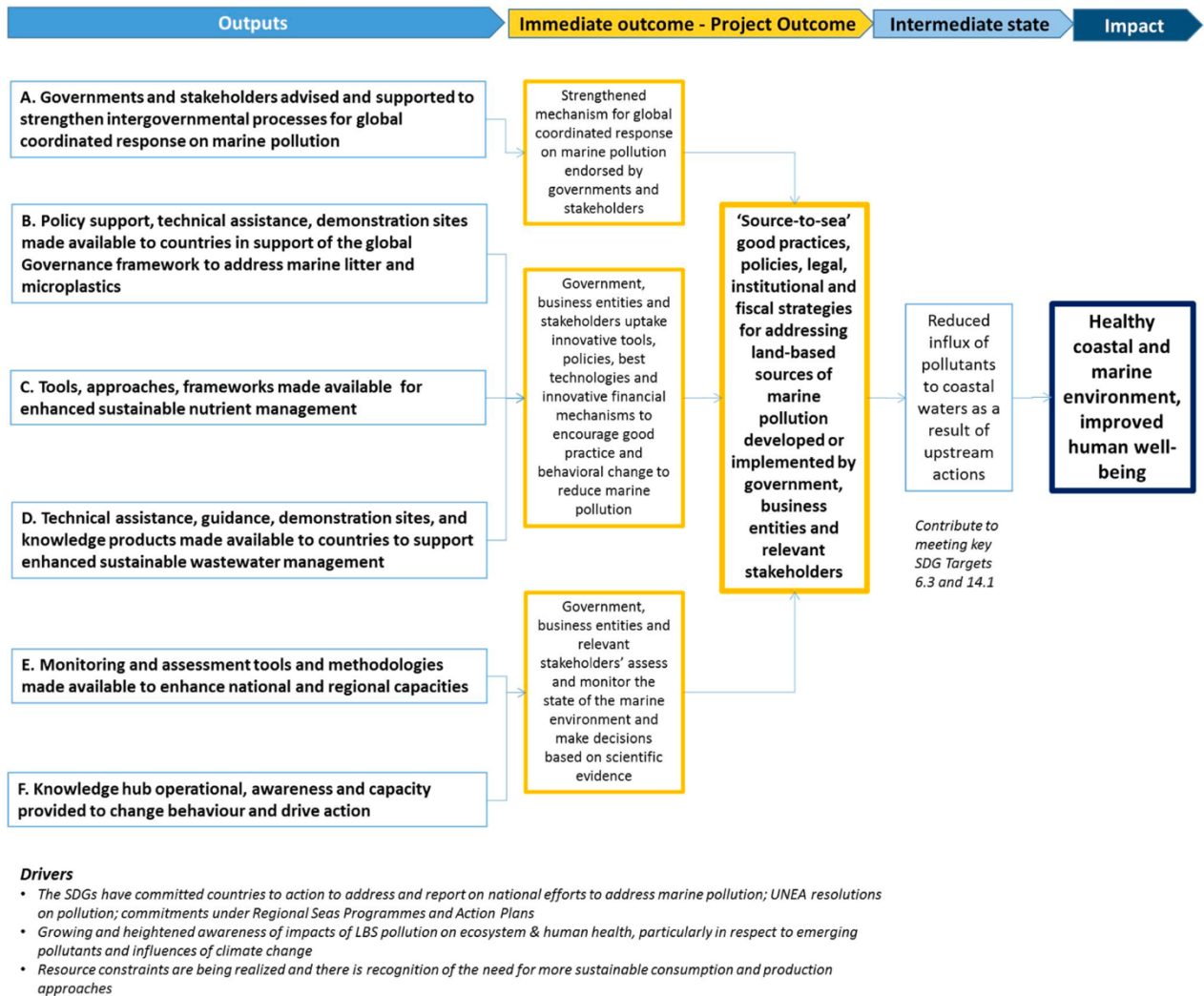
The project will contribute to strengthening UN Environment's mandate as the lead agency within the UN family of agencies concerned with degradation of the environment. It is under this mandate that UN Environment was designed host agency for the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities emanating out of the 1995 Washington Declaration, and it is within this framework the project will be anchored. The project will compliment and as relevant lead the work of UN Environment in strengthening national and sector-based laws, standards, policies and plans that aim to reduce pollution emissions based on best-available science and technologies. This will be informed by helping countries expand the knowledge-base through national and regional-level assessments and where appropriate, international level assessments and mainstream into decision making with focus on the emerging pollutants including micro-plastics, endocrine-disrupting chemicals and pharmaceuticals that are released in wastewater discharges, along with reactive nitrogen and phosphorus cycling associated with the agricultural and industrial emissions. There will be emphasis on institutional strengthening and governance frameworks through instruments such as the Regional Seas Programmes, specifically the land-based pollution protocols.

In addition, the project will take stock and build on the existing three global multi-stakeholder partnerships, namely the Global Partnership on Marine Litter (GPML), the Global Partnership on Nutrient Management (GPNM) and the Global Wastewater Initiative (GW2I), in order to advance the work in combating marine pollution.

The project will support public and private sector partners with policy and technological options and capacity development across sectors and value chains, including assessments and technical assistance on life cycle-based approaches, green investment, adopting sustainable consumption and production patterns, sustainable management practices and disclosing sustainability performance. The project will further drive the management of plastics and marine debris, wastewater and nutrients management within life cycle-based approaches incorporating the work within collaborative frameworks such as the One Planet Network that is implementing the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns (10YFP) and the Partnership for Action on Green Economy (PAGE) and other relevant initiatives such as the Global Partnership on Tourism and the International Coral Reef Initiative where relevant.

Assumptions

- Governments commit to coordinated action across global and regional levels
- Active support and commitment from private sector in advocacy and demonstration of good practice at national level
- Willingness of all stakeholders to cooperate on scientific exchange and application of scientific principles in decision making
- Marine pollution partnerships are empowered and remain actively engaged
- Knowledge resources are easily available, accessed and used by stakeholders in decision making in application of best practices



Drivers

- The SDGs have committed countries to action to address and report on national efforts to address marine pollution; UNEA resolutions on pollution; commitments under Regional Seas Programmes and Action Plans
- Growing and heightened awareness of impacts of LBS pollution on ecosystem & human health, particularly in respect to emerging pollutants and influences of climate change
- Resource constraints are being realized and there is recognition of the need for more sustainable consumption and production approaches

Figure 1 – Theory of Change at ProDoc

Executing Arrangements

UNEP’s Source-to-Sea Pollution Unit plays a crucial role in identifying and acting on the challenge of land-based pollution. The Unit focuses on issues including but not limited to marine litter, nutrient management, and wastewater and its activities serve to help achieve the Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development, specifically SDG 6 and 14. They also contribute to UNEP’s Medium Term Strategy 2022-2025, and as well as to the implementation of UNEP’s Chemicals and Pollutions Action sub-programme. The work of the Unit also contribute to the implementation of numerous United Nations Environment Assembly’s (UNEA) resolutions, including for example “Addressing water pollution to protect and restore water-related ecosystems” (UNEP/EA.3/10), “Marine litter and microplastics” (UNEP/EA.1/6, 2/11, 3/7 and UNEP/EA.4/6), “Protection of the Marine Environment from Land-Based Activities” (UNEP/EA.4/11), “Sustainable Nitrogen Management” (UNEP/EA.4/14 and UNEP/EA5/Res.14), “End plastic pollution: Towards an international legally binding instrument” (UNEP/EA.5/14). To counter the challenges posed by land-based pollution, the Unit is implementing the project titled “Protecting the Marine Environment from Land-Based Pollution through Strengthened Coordination of Global Action.” The Unit currently hosts the secretariat of the Global Partnership on Marine Litter (GPML), the Global Partnership on Nutrient Management (GPNM), and the Global Wastewater (GW²).

Other Division and Regional Offices involved are: **Divisions:** Science Division, Law Division, Communication Division, Economy Division, Corporate Services Division; **Regional Seas Programmes:** Caribbean Environment Programme, Coordinating Body on the Seas of East Asia, Nairobi Convention, Abidjan Convention, Barcelona Convention, Teheran Convention, Northwest Pacific Action Plan; **Regional Offices:** Africa Office, Asia and the Pacific Office, Europe Office, Latin America and the Caribbean Office, North America Office, West Asia Office.

The external execution partners are GRID Arendal, DHI A/S, UN-Habitat, University of Georgia, University of Wollongong, Open University, Florida State University, Gulf and Caribbean Fisheries Institute, Marviva, Invemar, Basel and Stockholm Conventions Regional Centre for Latin America and the Caribbean (BCCC/SCRC), Office of Information and Communications Technology (OICT), National Environment Management Authority of Kenya (NEMA-KE), National Environment Management Authority of Uganda (NEMA-UG), Ministry of Agriculture, Climate Change, and Environment of the Seychelles (MACCE), Vice-President's Office of the United Republic of Tanzania, Saint Lucia Solid Waste Management Authority (SLSWMA), Ministry of Environment, Romania, National Centre for Sustainable Coastal Management (NCSCM), Ministry of Environment, Forests and Climate Change, India, Tongji University, China, Asian Institute of Technology (AIT).

Role and composition of management and supervision structures of the project

According to the ProDoc, the Coordinator of the Global Programme of Action would have overall responsibility for the implementation of the project. The Programme Officers would manage the thematic components of the project on a day-to-day basis, maintain liaison with partners, including providing support to national governments for the implementation of action on the ground, and ensure systematic monitoring and reporting on the outcomes of the project. This would be done under the guidance and in coordination with the Sub-Programme Coordinator for the Chemicals, Waste and Air Quality sub-programme. The sub-programmes work on combating degradation of coastal and marine ecosystems was actioned under the Marine and Coastal Ecosystems Branch with the aspects of pollution also addressed by the Regional Seas Programme and associated protocols on land-based pollution and ecosystem protection and the Global Programme of Action.

The budget was monitored along with financial management support provided by the Fund Management Officer of the Ecosystems Division with support from the Science Division.

Yet according to the ProDoc:

- The internal project execution would be supported by other UN Environment divisions under a Project Steering Committee (PSC), with core support from the Science Division (renamed in 2023 as "Early Warning and Assessments Division), and the Economy Division (renamed in 2023 as "Industry and Economy Division) that had responsibility for the Chemicals and Waste Sub-Programme within which this project fell back them. Support would also be sought from the Law Division, the Policy and Programme Division, the Communications Division and the Governance Affairs Office. Within the Ecosystems Division, advisory support would be solicited from other units which include the Marine and Coastal Ecosystems Unit, the Freshwater Ecosystems Unit and the Terrestrial Ecosystems Unit. The Environmental Education and Training Unit would provide support in development of training modules and dissemination of knowledge resources. The project would engage the Regional Seas Programmes and UN Environment Regional Offices to facilitate joint planning and harmonization of efforts within respective geographical areas.
- To blend in external inputs to the project, the Project Management Unit was expected to enter into collaborative agreements primarily through the three global multi-stakeholder partnerships, the GPML, GPNM and GWWI, with external consultants, partner institutions and stakeholders, gender experts, partner UN agencies, the private sector, academia/science, research institutes and NGOs and CBOs to facilitate implementation of the project activities.
- The Project Management Unit would feed project results through to the Chemicals, Waste and Air Quality sub-programme Coordinator within the wider reporting of the sub-programme to UNEP's reporting to Member States on implementation progress of the Programme of Work and relevant UNEA resolutions.

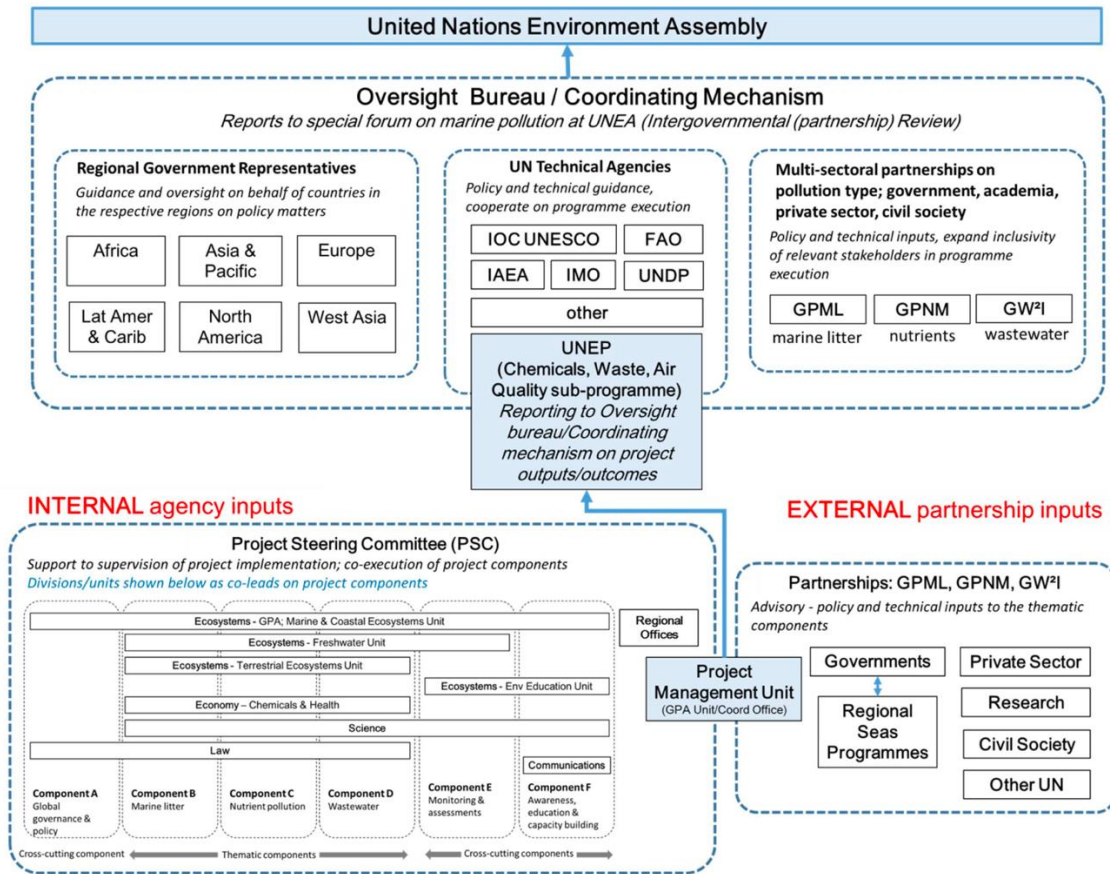


Figure 2 – Project Governance arrangements at ProDoc

Note: The TR shall describe the changes from project design to current Executing Arrangement.

The project had two formal revisions since approval. The second revision was approved in 24/08/2022. The main reasons for this revision were:

1. **Alignment with the new Medium-Term Strategy (MTS) and the Programme of Work (PoW) 2022-25:** The current revision took into account the new overarching structure guiding the work of UNEP around the three pillars of Climate, Nature and Pollution. This project fits primarily within the Pollution pillar and, as part of this revision, its logical framework is being updated to duly align with and contribute to the outcomes of the current MTS and PoW.
2. **Responding to UNEA 5.2 mandates and extending project duration until December 2024 (only for work related to marine litter and plastic pollution):** This revision made necessary adjustments to appropriately respond to the UNEA 5.2 resolutions 5/14: "End plastic pollution: towards an international legally binding instrument" and 5/2: "Sustainable Nitrogen Management". The workplan was revised to respond to both resolutions as follows:
 - a. Resolution 5/14 calls for the establishment of an intergovernmental negotiating committee (INC) to develop a global legally binding instrument on plastic pollution, including in the marine environment. UNEP was requested to, among other things, convene an ad hoc open-ended working group to hold one meeting during the first half of 2022 to prepare for the work of the intergovernmental negotiating committee. It also requests UNEP to strengthen and advance the work of the Global Partnership on Marine Litter (GPML). Since additional funding is being pledged by members states to UNEP to accomplish the above mandates of this resolution, it is necessary to extend the duration of Project 522.4 until March 2025 for those activities supporting the implementation of the resolution that are within its scope. The extension of the project duration was only requested for the work related to marine litter and plastic pollution in order for UNEP to be able to adequately absorb the funds and undertake the activities in a timely manner to

build confidence in countries and with stakeholders for an ambitious agreement on plastic pollution, including in the marine environment. The project workplan has been revised to reflect the additional activities in response to this new mandate.

- b. Resolution 5/2 calls for sustainable nitrogen management through enhanced policy coordination and continued implementation of the previous UNEA 4/14 resolution. It specifically requests UNEP to support Member States in the development of national action plans for sustainable nitrogen management, subject to the availability of resources.*
- 3. Reflecting the overall outcome:** *An overall project outcome (“Source-to-sea” good practices, policies, legal, institutional and fiscal strategies for addressing land-based sources of marine pollution developed or implemented by government, business entities and relevant stakeholders) was included in addition to the three immediate outcomes (Outcomes 1, 2 and 3). Although no overall outcome was indicated in the first project revision, it was added to this second revision to clarify the end goal of this project and to demonstrate how the intermediate outcomes are related to and feeding into the overall outcome toward the initial ending period of the project (December 2023).*
- 4. Reflecting changes in personnel and budget:** *This revision also aimed to show changes in the project team, and the budget, and ensure that the workplan and level of ambition of the project commensurate with the increased income. The amount of secured income by year has significantly increased from approximately \$4.9 million in 2019 and \$3.7 million in 2020 to approximately \$11.2 million in 2021 and \$18.0 million so far for 2022-25 (planned). The level of activity has increased as a result and various targets need to be adjusted upward to reflect the higher level of ambition for the project in accordance with the additional funding secured. Additional funded activities have been integrated into the project and duly reflected as new milestones and/or increased targets in the logical framework as well as the work plan. These include a sub-project on marine litter and plastic pollution led by the Regional Office for Asia and the Pacific in the Mekong River Basin, as well as new activities in response to the most recent UNEA resolutions on plastic pollution and sustainable nitrogen management.*

Project Cost and Financing

The Budget Summary at ProDoc (12-Mar-2019) is presented below (Table 1). The Budget Summary at the Revision number 2 (24/08/2022) is presented on (Table 2). Detailed financial information will be provided by the Fund Management Officer including budget broken down per component and per funding source and the most recent figures on disbursement.

Table 1 - Budget Summary at ProDoc (12/Mar/2019)

TYPE OF FUNDING	SOURCE OF FUNDING	Details	Year 1 (2019)	Year 2 (2020)	Year 3 (2021)	Year 4 (2022-2023)	Total	
CASH	Environment Fund activity budget							
	Regular Budget activity budget		-	-	-	-	-	
	Extrabudgetary Funding (posts + non-post+PMC)	Norway	2,777,778				2,777,778	
		<i>PSC Norway (8%)</i>	222,222				222,222	
		Netherlands	70,796				70,796	
		<i>PSC Netherlands (13%)</i>	9,204				9,204	
		France	194,690	44,248	44,248		283,186	
		<i>PSC France (13%)</i>	25,310	5,752	5,752		36,814	
		Nordic Council	106,195				106,195	
		<i>PSC Nordic Council 13%</i>	13,805				13,805	
		Japan	973,451				973,451	
		<i>PSC Japan (13%)</i>	126,549				126,549	
		Canada	49,558				49,558	
		<i>PSC Canada (13%)</i>	6,442				6,442	
		Switzerland	88,496				88,496	
		<i>PSC Switzerland (13%)</i>	11,504				11,504	
		Africa Enterprise Challenge Fund	1,327,434				1,327,434	
		<i>PSC Africa Enterprise Challenge Fund (13%)</i>	172,566				172,566	
		African Development Bank	100,000				100,000	
		<i>PSC African Development Bank (13%)</i>	13,000				13,000	
		Korean Forest Service	755,752				755,752	
		<i>PSC Korean Forest Service (13%)</i>	98,248				98,248	
		Indonesia	88,496				88,496	
		<i>PSC Indonesia (13%)</i>	11,504				11,504	
		Sub-total secured XB funding		7,243,000	50,000	50,000	-	7,343,000
		Norway		472,148	1,101,678	944,295	629,530	3,147,650
		Sweden		379,853	886,324	759,707	506,471	2,532,355
		African Development Bank		22,323	52,087	44,646	29,764	148,820
		Asia Development Bank		23,519	54,877	47,037	31,358	156,790
		Other		106,363	248,180	212,726	141,817	709,085
		GEF		212,858	496,669	425,717	283,811	1,419,055
		Unsecured XB funding		1,217,063	2,839,814	2,434,127	1,622,751	8,113,755
	TOTAL XB BUDGET	-	8,460,063	2,889,814	2,484,127	1,622,751	15,456,755	
IN-KIND	Environment Fund post costs	-	26,953	632,865	-	-	659,818	
	Regular Budget post costs	-	13,948	167,380	-	-	181,328	

Table 1 - Budget Summary at ProDoc (12/Mar/2019) – cont.

TYPE OF FUNDING	SOURCE OF FUNDING	Details	Year 1 (2019)	Year 2 (2020)	Year 3 (2021)	Year 4 (2022-2023)	Total
	Extrabudgetary	-	282,800		-	-	282,800
	GPA Partnerships	GPML Partners (GESAMP, FAO, IMO, others)	25,000	25,000	25,000	50,000	125,000
		GPNM Partners (CEH, IFA, IAEA, IPNI, others)	25,000	25,000	25,000	50,000	75,000
		Other (UNIDO, World Bank, SuSanA, UN-Habitat, UNDP, SCAF)-	25,000	25,000	25,000	50,000	75,000
	TOTAL IN-KIND BUDGET	-	398,701	875,245	75,000	150,000	1,398,946
TOTAL PROJECT PLANNED BUDGET			8,858,764	3,765,059	2,559,127	1,772,751	16,855,701
Regional budget	Africa	Support to marine litter regional action through Regional Offices and Regional Seas Programmes (NOTE: year 1 defined; subsequent years to be defined on inception and in further consultations)	-	-	-	-	470,000
	Europe						30,000
	Asia Pacific						1,320,000
	West Asia						170,000
	Latin America and the Caribbean						250,000
	North America					470,000	
Divisional budget	Science	Support to technical and policy on marine litter (NOTE: year 1 defined; subsequent years to be defined on inception and in further consultations)					400,000
	Ecosystems						1,056,000
	Law						260,000
	Communications						250,000
	Economics						280,000

Table 2 - Budget Summary at the Revision #2 (24/08/2022)

Overall Budget	Amount
A: Previously approved planned budget (from the last revision)	\$40,493,526
B: Previously secured budget	\$18,061,959
C: Total change of secured budget [sum of (i)-(xxxii)]	\$19,908,303
i) Source of newly Secured budget (EF fund)	\$158,262 (including PSC 0 %)
ii) Source of newly Secured budget (NFL donor)	\$1,430,175(Including PSC 8 %)
iii) Source of newly secured budget (SIDA donor)	\$761,385 (including PSC 8%)
iv) Source of newly Secured budget (Sweden regional seas 2020 donor)	\$ 60,000 (including PSC 13%)
v) Source of newly Secured budget (Norway India donor)	\$235,000 (including PSC 13%)
vi) Source of newly Secured budget (Japan fund 2020 for ROAP)	\$5,643,000 (including PSC 13%)
vii) Source of newly Secured budget (USDOS donor)	\$1,258,710 (including PSC 13 %)
viii) Source of newly secured budget (Dutch Fund GPA)	\$242,390 (including PSC 13%)
ix) Source of newly Secured budget (Japan Donor 2020 for GPA)	\$207,000 (including PSC 13 %)
x) Source of newly secured budget (Switzerland donor)	\$323,729 (including PSC 13%)
xi) Source of newly Secured budget (Japan donor 2021 for GPA)	\$183,334 (including PSC 13%)
xii) Source of newly Secured budget (Denmark donor)	\$976,504 (including PSC 13 %)
xiv) Source of newly Secured budget (Norwegian ministry donor)	\$173,706 (including PSC 13%)
xv) Source of newly Secured budget (USA donor 2022 for RONA)	\$50,000 (including PSC 13 %)
xvi) Source of newly Secured budget (US EPA Funding donor 2022)	\$100,359 (including PSC 13 %)
xvii) Source of newly Secured budget (Spain donor)	\$73,918 (including PSC 13 %)
xviii) Source of newly Secured budget (Finland donor)	\$50,420 (including PSC 13 %)
xix) Source of newly Secured budget (Germany donor 2022)	\$104,551 (including PSC 13 %)
xx) Source of newly Secured budget (French donor 2022)	\$57,078 (including PSC 13 %)

xxi) Source of newly Secured budget (US Funding 2022)	\$6,912,500 (including PSC 13 %)
xxxii) Source of newly Secured budget (Japan fund 2022-ROAP)	\$908,782 (including PSC 13 %)
D: Total revised secured budget (B+C)	\$37,970,262
E: Unsecured budget (F-D)	\$11,149,450
F: New total for proposed planned budget	\$ 49,119,712
G: In Kind contributions- Previously Secured	\$4,458,967
H: Revised total in kind secured contributions	\$4,079,022
I: Total revised planned budget: Planned + In Kind (F+H)	\$53,198,734

Table 3 - Secured Income by Year (at the Revision #2 (24/08/2022))

Year 1-2019 (from 03/2019)	Year 2-2020	Year 3-2021	Year 4-2022	Year 5-2023	Year 6-2024 (until 03/2025)
\$4,904,966	\$3,726,219	\$11,326,482	\$11,100,096	\$3,900,000	\$3,012,500

Section 2. OBJECTIVE AND SCOPE OF THE TERMINAL REVIEW

Objective of the Review

In line with the UNEP Evaluation Policy²¹ and the UNEP Programme Manual²², the Terminal Review (TR) is undertaken to analyze whether the project is on-track, what problems or challenges the project is encountering, and what corrective actions are required. This usually happens approximately half-way through project implementation, however this TR is delayed and the findings, lessons learned, and recommendations derived from this TR will feed the development process of a new project for the Source to Sea Unit. This new project will act as an Exit Strategy of the current project, aiming to sustain and amplify the impacts of this current project, as well as to address new challenges and opportunities. The development of the new project started in March 2023 and the project is expected to be approved by late 2023.

Key Review Principles

Terminal 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.

Key strategic Questions to be responded by the TR include:

1. *To what extent is the stakeholder analysis still appropriate and adequate to support the project's ambitions?*
2. *To what extent are roles and responsibilities within the project commonly understood and playing out effectively?*
3. *To what extent have recommendations from previous learning exercises/performance assessments meetings been appropriately addressed?*
4. *What are the evidences collected from internal and external partners and stakeholder of the value, and relevance of the Project "Protecting the Marine Environment from Land-Based Pollution"? What is their perception of the role UNEP should play on Protecting the Marine Environment from Land-Based Pollution, adopting a Source to Sea approach?*
5. *Considering the changes of internal and external matters, how does the remain time, resources and efforts of the current project should be directed to pave the way for the new project, so the new project can contribute to higher levels of impact and transformational changes?*
6. *To what extent there was an adequate level of internal support from the institution for the delivery of the outputs?*
7. *What is the implications of the new Delivery Model on UNEP in the Project, including the new?*

Note: The final list of Strategic Questions will be consolidate by UNEP's Project Manager at the Inception Phase.

A Terminal Review is a *formative assessment*, which requires that the consultant(s) go beyond the assessment of "what" the project performance is and make a serious effort to provide a deeper understanding of "why" the performance is as it is, and how it can be improved.

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

²¹ <https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies>

²² <https://wecollaborate.unep.org>

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 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.

Partners and Key Project Stakeholders. A key aim of the Terminal Review is to encourage reflection and learning by UNEP staff, the implementing partners and key project stakeholders. The Review 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.

Review Criteria

All review criteria will be rated on a six-point scale as follows: Highly Satisfactory²³ (HS = 6); Satisfactory (S = 5); Moderately Satisfactory (MS = 4); Moderately Unsatisfactory (MU =3); Unsatisfactory (U = 2); Highly Unsatisfactory (HU =1). A Criteria Ratings Matrix is available, within the suite of tools, to support a common interpretation of points on the scale for each review criterion. The Overall Performance Rating is calculated as a simple average of the ratings for each criterion (A-H). **Any criterion assessed as being in the 'Unsatisfactory' range should trigger corrective action in the Management Response.**

A. Strategic Relevance

The Terminal Review (TR) will assess the extent to which the activity is suited to the priorities and policies of UNEP, the donors, implementing regions/countries and target beneficiaries and is operating in a way that is complementary to other ongoing interventions.

The TR will assess whether there have been any changes in priorities since the project was designed and whether the project has/should adapt to address the changing policy/strategy context.

This criterion comprises two elements:

i. **Alignment to UNEP's, Donors and Country (global, regional, sub-regional and national) strategic priorities**

The Review should assess the project's alignment with the UNEP Medium Term Strategy (MTS) and Programme Of Work (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 Building²⁴ (BSP) and South-South Cooperation (S-SC). The TR will assess the extent to which the project is suited to, or responding to, donor priorities as well as alignment of the project with global priorities such as the SDGs and Agenda 2030, UN Ocean Conference (2022), UN Water Conference (2023), Global Biodiversity Framework (approved in 2022), UNEA resolutions, SIDS priorities, LDCs priorities, etc. The extent to which the project 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 Sustainable Development Cooperation Framework (Cooperation Framework) or, national or sub-national development plans, poverty reduction strategies or nationally 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.

ii. **Complementarity/Coherence²⁵ with Relevant Existing Interventions**

²³ *Sustainability* is similarly rated on a six-point scale but labelled from Highly **Likely** (HL) down to Highly **Unlikely** (HU).

²⁴ <http://www.unep.fr/ozonaction/about/bsp.htm>

²⁵ This sub-category is consistent with the new criterion of 'Coherence' introduced by the OECD-DAC in 2019.

An assessment will be made of how well the project is taking account of ongoing and planned initiatives under the same sub-programme, other UNEP sub-programmes and initiatives – including GEF and GCF portfolio and Regional Seas Programme; or being implemented by other agencies, including through UN Water, that address similar needs of the same target groups.

The TR will consider if the project team, in collaboration with all partners, is fulfilling any commitments to collaborate made at project design and is working to ensure their own intervention is complementary to other interventions. Examples may include work within Cooperation Frameworks 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.

B. Quality & Revision of Project Design

The TR should provide a brief overview of the strengths and weaknesses of the project design and assess whether all elements of the project design have been initiated and/or are still planned for. Based on a review of the project design document, regular reports and meeting minutes, the Review Consultant will confirm whether any amendments²⁶ have been made to the activities and/or results of the project. This includes changes to the formulation of results statements as well as changes in results indicators and/or project targets and the associated budget. Where revisions have been made the Consultant should confirm that formal documentation for these amendments is available and that UNEP/donor policies for revisions have been followed. In the absence of such formalisation the Review Consultant will make appropriate recommendations.

C. Effectiveness

The Review will assess effectiveness across three dimensions: availability of outputs, progress towards project outcomes and adaptive management. The Review Consultant will confirm that all results statements conform to UNEP's definitions²⁷ and make recommendations for adjustments where necessary.

i. Theory of Change

The Review will assess whether the Theory of Change/Results Framework represents a coherent and realistic change process from a cause and effect perspective. Considerations will be given to whether the causal pathways are effectively shown/articulated and supported by a full set of contributing conditions ('drivers' are external factors largely under the influence of the project; 'assumptions' are external factors largely outside the influence of the project). The TOC should also reflect²⁸ UNEP's commitment to increasing equality in line with the UN's commitment to human rights. If adjustments are needed they should be clearly presented and justified during the TR process and a recommendation made on how any revisions could be formally approved.

ii. Availability of Outputs²⁹

The Review will assess the project's success in producing the planned outputs and making them available to the intended beneficiaries as well as its success in achieving milestones as per the project design document or any formal revisions. 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

²⁶ The conditions and processes for amendments should abide by the terms of the funding agreement. For example, the GEF has specific requirements for the approval/reporting of 'minor' and 'major' amendments. This includes the provision that any minor and major (approved) amendments should be reflected in the PIR report of the same year.

²⁷ UNEP, 2019, Glossary of Results Definitions

²⁸ This can be as a driver or assumption if there is no specific equality results statement.

²⁹ 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)

explain the reasons behind the success or shortcomings of the project in delivering its planned outputs and recommend corrective action as appropriate.

iii. Project Outcomes³⁰

The Review Consultant will focus on the links between the provision of outputs and their adoption at the outcome level. The TR will explore whether the assumptions and drivers that need to be in place to support the uptake of outputs are evident/emerging and consider whether sufficient effort and attention is being directed towards reaching outcome levels.

The Review Consultant will review the project Theory of Change (TOC) and confirm that it properly reflects all levels (outputs, outcomes, intermediate states and long-lasting impact) of results included in the project design. Where necessary, the TOC should be reconstructed, in discussion with the project team, to better guide and strengthen project implementation.

iv. 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.

The Review will consider the extent to which the project has played a catalytic role³¹ or has promoted scaling up and/or replication as part of its Theory of Change (either explicitly as in a project with a demonstration component or implicitly as expressed in the drivers required to move to outcome levels) and as factors that are likely to contribute to greater or long-lasting impact.

v. Adaptive Management

The Review will assess whether any adaptive management³² is evident, possibly reflected in annual reports or reports from field missions etc. The Review Consultant will consider the project's performance to-date from a risk perspective considering: a) the likelihood of any non/late delivery of the project's workplan; b) likelihood of any negative effects, including reputational risks and safeguard issues and c) factors undermining the endurance of project achievements.

During the TR, forward plans should be reviewed and adaptive management strategies discussed such that the project's effectiveness and efficiency are maximized. Actions for adaptive management should be reflected in the TR recommendations, which may include recommendations on governance structures, implementation arrangements, project design elements, monitoring and/or exit strategies etc.

D. Financial Management

Under financial management the Terminal Review will assess: a) whether the rate of spend is consistent with the project's length of implementation to-date, the agreed workplan and the delivery of outputs and b) whether financial reporting and/or auditing requirements are being met consistently and

³⁰ Outcomes are the use (i.e. uptake, adoption, application) of an output by intended beneficiaries, observed as changes in institutions or behaviour, attitude or condition (UNEP, 2019)

³¹ The terms catalytic effect, scaling up and replication are inter-related and generally refer to extending the coverage or magnitude of the effects of a project. Catalytic effect is associated with triggering additional actions that are not directly funded by the project – these effects can be both concrete or less tangible, can be intentionally caused by the project or implied in the design and reflected in the TOC drivers, or can be unintentional and can rely on funding from another source or have no financial requirements. Scaling up and Replication require more intentionality for projects, or individual components and approaches, to be reproduced in other similar contexts. Scaling up suggests a substantive increase in the number of new beneficiaries reached/involved and may require adapted delivery mechanisms while Replication suggests the repetition of an approach or component at a similar scale but among different beneficiaries. Even with highly technical work, where scaling up or replication involves working with a new community, some consideration of the new context should take place and adjustments made as necessary.

³² Adaptive management is an **iterative process** in which practitioners test hypotheses and adjust behavior, decisions, and actions based on experience and actual changes (Stankey et al., 2005).

to adequate standards by all parties. Any financial management issues that are affecting the timely delivery of the project or the quality of its performance will be highlighted. Expenditure should be reported, where possible, at output/component level and will be compared with the approved budget.

Ratings should be provided for two sub-categories (*adherence to policies and completeness of financial information*): i) the Review will verify the application of proper financial management standards and adherence to UNEP's financial management policies; ii) the Review will record where standard financial documentation is missing, inaccurate, incomplete or unavailable in a timely manner. The Review may comment on the level of communication between the UNEP 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.

E. Efficiency

Under the efficiency criterion, the Review will assess the extent to which the project delivered maximum results from the given resources. The Review will assess 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 have been/are being delivered according to expected timeframes as well as whether events are being sequenced efficiently. The Review will give special attention to efforts being made by the project teams during project implementation to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities³³ with other initiatives, programmes and projects etc. to increase project efficiency.

The Review will also assess ways in which potential project extensions can be avoided through stronger project management.

F. Monitoring and Reporting

The Review will assess monitoring and reporting across two sub-categories: monitoring of project implementation and project reporting.

i. Monitoring of Project Implementation

Each project should be supported by a sound monitoring plan that is designed to track progress against SMART³⁴ 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 whether the monitoring system is operational and facilitates the timely tracking of results and progress towards project milestones and targets 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 how quality monitoring data are being used to adapt and improve project execution, achievement of outcomes and ensure sustainability. The Review should confirm that funds allocated for monitoring are being used to support this activity.

³³ Complementarity with other interventions during project design, inception or mobilization is considered under Strategic Relevance above.

³⁴ SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.

ii. Project Reporting

UNEP has a centralised information management system³⁵ in which project managers upload six-monthly progress reports against agreed project milestones. This information will be provided to the Review Consultant by the UNEP Project Manager. Donors may have specific reporting requirements and copies of reports will be made available by the UNEP Project Manager. The Review will assess the extent to which both UNEP and Donor reporting commitments have been fulfilled. This should include confirmation that meeting and field mission reports are being written and centrally stored.

Where the need for any corrective action has been indicated in any project reports (e.g. as an identified risk), the Review Consultant will record whether this action has been taken. This may include responses made during the COVID-19 pandemic or other unpredictable external events of a disruptive or crisis nature. The Review Consultant will also confirm whether formal reports have been appropriately authorised by both the author and the relevant supervisor.

G. Exit Strategy & Sustainability

Sustainability³⁶ is understood as the probability of the benefits derived from the achievement of the project outcomes being maintained and developed after the close of the intervention. It may be considered from the perspectives of socio-political, institutional and/or financial sustainability. The Review will identify and assess the key conditions or factors that *are likely* to undermine or contribute to the endurance of benefits at the outcome level. 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. It is assumed that environmental sustainability is central to any UNEP project design but where applicable an assessment of bio-physical factors that may affect the sustainability of project outcomes may also be included.

The Review will ascertain that the project has put in place *an appropriate exit strategy* and measures to mitigate risks to sustainability. The Review Consultant will consider: a) the level of ownership, interest and commitment among government and other stakeholders to take the project achievements forwards; b) the extent to which the sustainability of project outcomes is dependent on issues relating to institutional frameworks and governance and c) the extent to which project outcomes are dependent on future funding for the benefits they bring to be sustained. 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.

H. Factors and Processes Affecting Project Performance and Cross-Cutting Issues

i. Project Inception

This criterion focuses on the inception or mobilisation stage of the project. The Review will assess whether appropriate measures were taken to either address weaknesses in the project design, fill information gaps 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 capacity³⁷ and development of partnership agreements as well as initial staffing and financing arrangements. The Review Consultant will confirm whether appropriate inception meetings were held and whether an inception report is available on file.

³⁵ Project Information Management System (PIMS) or, from 2022, Integrated Planning Monitoring and Reporting (IPMR)

³⁶ 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)

³⁷ During 2023 UNEP is reviewing its Partnership Policy and Procedures and a future version is expected to include a requirement for risk mitigation against weak performance among partners.

ii. Quality of Project Management and Supervision

During the TR the consultant will review the planned implementation structure and the roles and responsibilities assigned to each partner or party. Where roles are not being played as planned, an appropriate recommendation to formalise correction action and/or a change in the implementation structure, should be made.

In some cases 'project management and supervision' may refer to the supervision and guidance provided by UNEP to 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 is established as a simple average of the two.

The Review will assess the effectiveness of project management to-date 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 project 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 to-date 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 Environment³⁸.

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 the extent to which project implementation has taken into consideration: (i) possible gender inequalities 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; (iii) the role of women 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, risk assessment and management (avoidance or mitigation) of potential environmental and social risks and impacts associated with project and programme activities.

³⁸The Evaluation Office notes that Gender Equality was first introduced in the UNEP Project Review Committee Checklist in 2010 and, therefore, provides a criterion rating on gender for projects approved from 2010 onwards. Equally, it is noted that policy documents, operational guidelines and other capacity building efforts have only been developed since then and have evolved over time. https://wedocs.unep.org/bitstream/handle/20.500.11822/7655/-Gender_equality_and_the_environment_Policy_and_strategy-2015Gender_equality_and_the_environment_policy_and_strategy.pdf.pdf?sequence=3&isAllowed=y

The Review will confirm whether UNEP requirements³⁹ were met to: screen proposed projects for any safeguarding issues; conduct sound environmental and social risk assessments; identify and avoid, or where avoidance is not possible, mitigate, environmental, social and economic risks; apply appropriate environmental and social measures to minimize any potential risks and harm to intended beneficiaries and report on the implementation of safeguard management measures taken.

The Review will also consider the extent to which the management of the project is minimising UNEP's 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 to-date. 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. This ownership should adequately represent the needs and interests of 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 gender 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 plans to sustain, handover or decommission the communication channel at the end of the project.

³⁹ 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.

Section 3. REVIEW APPROACH, METHODS AND DELIVERABLES

The Terminal Review will use 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 Review Consultant maintains 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.

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

(a) A **desk review** of:

Project Document and Appendices

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;

Relevant documentation, inter alia:

Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence etc.;

Donors' agreements, reports, and evaluation, inter alia.

Project's webpages, publications, communication material, etc

Evaluations/Reviews of similar projects, including GPA projects on the past project cycle 2014-2019.

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

i. UNEP Project Manager and team members, former and current

ii. UNEP Fund Management Officer (FMO), former and current

iii. UNEP senior leaders, including heads of the units, branch, and divisions

iv. UN partners agencies, including through UN Water

v. Members of the GPML, GPNM and GWWI, including SC representatives

vi. Representatives of National Governments

vii. Representatives of local and sub-national governments

viii. Representatives of Donor

ix. Representatives of IFIs, including African Development Bank.

x. Representatives of the private sector

xi. Representatives of academia/science, and research institutes

xii. Representatives of National and International NGOs

xiii. Representatives from civil society and key stakeholders groups (including women's, youth and indigenous and local communities).

xiv. Any other individual or group relevant for the TR

(c) **Other data collection tools:** If needed, to be decided by the Review Consultant at the inception phase

Review Deliverables and Review Procedures

The Review Consultant will prepare:

- **Inception Report:** (see Annex 2 for guidance on structure and content) containing confirmation of the results framework and 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 TR Reports:** (see Annex 3 for guidance on structure and content) 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.

Review of the draft Review Report. The Review Consultant will submit a draft report to the UNEP Project Manager and revise the draft in response to their comments and suggestions. Once a draft of adequate quality has been peer-reviewed and accepted, the Project Manager will share the cleared draft report with key 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.

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

The Review Consultant

The Review Consultant who will work under the overall responsibility of the UNEP Project Manager, Heidi Savelli-Soderberg, in consultation with the Head of Branch, Leticia Carvalho, and Fund Management Officer, Arshad Hussain. The consultant will liaise with the Project Manager on any procedural and methodological matters related to the Review. It is, however, the consultant's individual responsibility (where applicable) to arrange for their travel, visa, obtain documentary evidence, plan meetings with stakeholders (with assistance from the Partners), organize online surveys, and any other logistical matters related to the assignment. The Project Manager and project team will, where possible, provide logistical support (introductions, meetings etc.) allowing the Review Consultants to conduct the review as efficiently and independently as possible.

The Review Consultant will be hired over a period of 3 months (tentative 20/04/2023 to 20/07/2023, based on the selection and on board processes) and should have the following: a university degree in environmental sciences, international development, engineering, geography or other relevant natural, political or social sciences area is required and an advanced degree in the same areas is desirable; a minimum of 7 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 land-based sources of pollution, such as wastewater, nutrients and marine litter is highly 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 knowledge of Spanish or French is desirable. Working knowledge of the UN system and specifically the work of UNEP is an added advantage. The work will be home-based with possible field visits.

The Review Consultant will be responsible, in close consultation with the UNEP Project Manager, for overall management of the Review and timely delivery of its outputs, described above in Section 9 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 for the Review.

Table 3. Tentative schedule for the Review

Milestone	Tentative Dates
Inception Report sent to UNEP Project Manager	15 calendar days (after signing the contract)
PowerPoint/presentation on preliminary findings and recommendations	45 calendar days (after signing the contract)
Draft TR Report sent to UNEP Project Manager	50 calendar days (after signing the contract)
Final TR Report sent to UNEP Project Manager	7 calendar days after the consultant receives the comments from UNEP Project Manager

Contractual Arrangements

The Review Consultant will be selected and recruited by the UNEP 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. Consultants who carry out a Terminal Review may not be contracted for a Terminal Review of the same evaluand. All consultants are required to sign the Code of Conduct Agreement Form.

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

Schedule of Payment for the Consultant:

Deliverable	Percentage Payment
Approved Inception Report (<i>as per annex I document #9</i>)	30%
Approved Draft TR Report (<i>as per annex I document #10</i>)	30%
Approved Final TR Report	40%

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

The consultants may be provided with access to UNEP's information management systems (e.g. PIMS, IPMR, 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 UNEP 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 UNEP 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 consultants' 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 IMPLEMENTATION PLAN OF RECOMMENDATIONS

Project Title and Reference No.: Protecting the Marine Environment from Land-based pollution through strengthened coordination of Global Action

Contact Person (TM/PM): Heidi Savelli-Soderberg / Alex Pires

	PLANS			
RECOMMENDATIONS	ACCEPTED (YES/NO/PARTIALLY)	WHAT WILL BE DONE?	EXPECTED COMPLETION DATE	REPOSIBLE OFFICER/ UNIT/ DIVISION/ AGENCY
Recommendation #1: Monitoring and reporting of output and outcome need to include data source for verification and indicators need to be “SMART” so that achievements of the project can be communicated accurately.	YES	The new ProDoc of the SSPU includes a more detailed Monitoring and reporting plan which describes data source of verification and adopts SMART indicators. The ProDoc was approved by PRC in May 2024.	Done	Heidi S. Head of SSPU
Recommendation #2: When designing the project, cross-cutting components needs to be taking into consideration that different sources of pollution have different stakeholders and their influences on the changes that the project is aiming at.	YES	The new ProDoc of the SSPU takes into consideration that different sources of pollution have different stakeholders. The ProDoc recognizes the influences on the changes that the project as in relation to these stakeholders and separate targets for different stakeholder groups (e.g. governments, private sector, finance institutions and gender) have been set .	Done	Heidi S. Head of SSPU

		The ProDoc was approved by PRC in May 2024.		
Recommendation #3 Uptake of good practices and technology by private sectors require dedicated activities and resources. Alternatively, consider changing the nature of involvement by private sectors.	YES	The new ProDoc of the SSPU includes the role of private sector in the ToC, problem tree and solution tree. Specific targets, activities and resources are assigned in the ProDoc to promote uptake of good practices by private sector. The ProDoc was approved by PRC in May 2024.	Done	Heidi S. Head of SSPU
Recommendation #4: Collaboration or cross-thematic approach nutrients and wastewater should be further encouraged	YES	The new ProDoc of the SSPU adopts a cross-thematic approach nutrients and wastewater, vis-a-vis . The ProDoc was approved by PRC in May 2024.	Done	Heidi S. Head of SSPU

The following is a summary of lessons learned from some of the project’s experiences and based upon explicit findings of the review. They briefly describe the context from which the lessons are derived, and the potential for wider application:

Lesson Learned #1:	Project were successful to raise status of three priority issues to the next levels
Context/comment:	Compared with MTS 2018-22, the land-based sources of pollution to fresh and marine water (plastic, nutrients) and wastewater treatment are highlighted as priority issue in MTS 2022-25 and in POW 2022-23, “Source to Sea” approach is embraced as way to combat marine pollution. These are the indications that the project has raise status of issues. Further, the overall amount of donor contributions has increased three times more than the beginning of the project as well as the number of contributing donors

Lesson Learned #2:	The structure of combining thematic and cross-cutting themes in project design was ambitious, there are pros and cons.
Context/comment:	The project is structured with three thematic components (marine litter/plastic, nutrients and wastewater) and three crosscutting components (global governance, monitoring and assessment, and awareness-rising). The design aimed for a comprehensive way to address sources to sea pollution. This structure made activities of cross-cutting themes easy to address (Ex. Nexus of wastewater and nutrients, micro-plastic in wastewater). Complementarity between thematic activities like sharing platform of Massive Open Online Courses was strong. Cross-cutting activities such as awareness and capacity building were thematic activities. However, responsibilities of implementation, monitoring and reporting of these cross-cutting components were not clearly defined. The target groups of sensitizations and capacity building vary by themes. To make cross-cutting outcome more effective, outcome indicators could have set for each theme

Lesson Learned #3:	Uptake or replication of good practices or innovative technologies by private entities seemed to be challenge. It requires dedicated resources and focused activities on private entities.
Context/comment:	Uptake or replication of good practices and innovative financing by private entities was challenge. A few lessons can be drawn from this. Involvement of private sector requires dedicated resources, especially time and human resources. Like governments, the private sectors need to be neutered, assisted and supported for them to make changes in their management and productions. The project did not have this kind of resources. Level of engagement of private entities (type of involvement by private sector) needs to be clear. In Mississippi River Pollution Initiative executed by North America Regional Office, local manufactures and companies were involved with data collection activities. Dealing with individual private entities could better be done by regional or national offices due to their proximity to individual entities. Targeting industry associations and international chamber of commences may be more effective approach for UNEP headquarters to engage in. Alternative approach and type of involvement of private sectors can be explored further. "Unwrapping risk of plastic pollution to insurance industry" is a good example of sensitizing the whole industry.

Lesson Learned #4:	Indicators measuring the change of process or behavior require qualitative and quantitative information to describe changes
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Context/comment:	Some outcome indicators were not so “SMART”. Indicators measuring the change in action or behavior such as “uptake” and “replicate” requires description of changes “what was up-taken or replicated” as well as quantitative data to complete the achievements.
Lesson Learned #5:	Collaborative approach between nutrients and wastewater are productive and effective way to showcase source (nutrients) to sea (wastewater treatment)
Context/comment:	Collaboration of two thematic issues, nutrients and wastewater, are effective way to raise awareness. Nutrients and wastewater are not visible unlike marine litter. Linking how untapped nutrients affects wastewater quality, then impact on fresh and marine water systems can enhance understanding of issues and importance of source to sea approach.

ANNEX IX QUALITY ASSESSMENT OF THE TERMINAL REVIEW REPORT

Review Title: 'Protecting the Marine Environment from Land-based pollution through strengthened coordination of Global Action' (PIMS ID 02049)

Consultant: Hiroko Sugimoto

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
Report Quality Criteria		
<p>Quality of the Executive Summary Purpose: acts as a stand alone and accurate <u>summary</u> of the main review product, especially for senior management. To include:</p> <ul style="list-style-type: none"> • concise overview of the review object • clear summary of the review objectives and scope • overall review rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria • reference to where the review ratings table can be found within the report • summary response to key strategic review questions • summary of the main findings of the exercise/synthesis of main conclusions • summary of lessons learned and recommendations. 	<p>Final report (coverage/omissions): The Executive Summary is well written and covers all required elements. However, it lacks a summary response to key strategic review questions.</p> <p>Final report (strengths/weaknesses): The Executive Summary stands alone well describing the main findings based on the assessment of review criteria.</p> <p>However, it should have explained better which components/parts of the project were not completed at the time of the Review (the primary data collection period took place between Nov. 2023 and Feb 2024) – this is only briefly mentioned. The project will reach operational completion by March 2025.</p> <p>The Executive Summary would have also benefited from more information</p> <p>Paragraph 2 states that Revision 2 was approved in August 2021. However, the project identification table indicates August 2022.</p>	4.5
<p>Quality of the 'Introduction' Section Purpose: introduces/<u>situates</u> the evaluand in its institutional context, establishes its main parameters (time, value, results, geography) and the purpose of the review itself. To include:</p> <ul style="list-style-type: none"> • institutional context of the project (sub-programme, Division, Branch etc) • date of PRC approval, project duration and start/end dates • number of project phases (where appropriate) • results frameworks to which it contributes (e.g. POW Direct Outcome) • coverage of the review (regions/countries where implemented) • implementing and funding partners 	<p>Final report (coverage/omissions): A description of the institutional context of the project (sub-programme), and the results frameworks to which the project contributed (e.g. POW Expected Accomplishments or Direct Outcomes) is missing. Moreover, the Introduction section should have clarified if a Mid-Term Review was conducted or not.</p> <p>Final report (strengths/weaknesses): The report presents a concise introduction and description of the evaluand.</p> <p>Paragraph 40 states that Revision 2 was approved in August 2021. However,</p>	4.5

<ul style="list-style-type: none"> total secured budget whether the project has been reviewed/evaluated in the past (e.g. mid-term, external agency etc.) concise statement of the purpose of the review and the key intended audience for the findings. 	<p>the project identification table indicates August 2022.</p>	
<p>Quality of the 'Review Methods' Section</p> <p>Purpose: provides reader with clear and comprehensive description of review methods, demonstrates the <u>credibility</u> of the findings and performance ratings.</p> <p>To include:</p> <ul style="list-style-type: none"> description of review data collection methods and information sources justification for methods used (e.g. qualitative/ quantitative; electronic/face-to-face) number and type of respondents (<i>see table template</i>) selection criteria used to identify respondents, case studies or sites/countries visited strategies used to increase stakeholder engagement and consultation methods to include the voices/experiences of different and potentially excluded groups (e.g. vulnerable, gender, marginalised etc) details of how data were verified (e.g. triangulation, review by stakeholders etc.) methods used to analyse data (scoring, coding, thematic analysis etc) review limitations (e.g. low/ imbalanced response rates across different groups; gaps in documentation; language barriers etc) ethics and human rights issues should be highlighted including: how anonymity and confidentiality were protected. Is there an ethics statement? E.g. <i>'Throughout the review process and in the compilation of the Final Review Report efforts have been made to represent the views of both mainstream and more marginalised groups. All efforts to provide respondents with anonymity have been made.'</i> 	<p>Final report (coverage/omissions): Elements are adequately addressed. A table summarising the respondents interviewed during the data collection phase is provided.</p> <p>Final report (strengths/weaknesses): The section provides a description of the review methods and process, including data collection and analysis processes and review limitations.</p> <p>The Evaluation Office noted that while Table 1 <i>Type and number of interview respondents</i> (page 15) indicates that 10 people were interviewed during the review process, Annex II (List of Stakeholders Interviewed) reports 12. At the same time, the Evaluation Office noted that a relatively low number of project stakeholders were interviewed, most of which were UNEP.</p> <p>This section would have benefited from more information on the partners' and beneficiaries' unavailability. Considering most of the respondents were from UNEP, this section does not address how the voices/experiences of the beneficiaries and partners that could not participate in the interviews as well as potentially excluded groups (e.g. vulnerable, gender, marginalized etc) were considered.</p>	4.5
<p>Quality of the 'Project' Section</p> <p>Purpose: describes and <u>verifies</u> key dimensions of the evaluand relevant to assessing its performance.</p> <p>To include:</p> <ul style="list-style-type: none"> <i>Context:</i> overview of the main issue that the project is trying to address, its root causes and consequences on the environment and human well-being (i.e. synopsis of the problem and situational analyses) <i>Results framework:</i> summary of the project's results hierarchy as stated in the ProDoc (or as officially revised) <i>Stakeholders:</i> description of groups of targeted stakeholders organised according to relevant common characteristics <i>Project implementation structure and partners:</i> description of the implementation 	<p>Final report (coverage/omissions): All required elements are well addressed.</p> <p>Final report (strengths/weaknesses): The section presents a comprehensive and detailed analysis of the key dimensions of the evaluand.</p> <p>A detailed analysis of the main issue the project tried to address is provided. A table with the results statements – from outputs to impacts – is also included. However, the table would have benefited from including the changes that were added through the first and second project revisions.</p>	5

<p>structure with diagram and a list of key project partners</p> <ul style="list-style-type: none"> • <i>Changes in design during implementation</i>: any key events that affected the project's scope or parameters should be described in brief in chronological order • <i>Project financing</i>: completed tables of: (a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing 	<p>Para. 98 states that "at the time of the second revision, total budget was significantly increased to \$ 53,198,734". However, the total secured project budget (cash and in-kind) indicated in Table 4 is \$ 47,060,067.</p>	
<p>Quality of the Theory of Change</p> <p><u>Purpose</u>: to set out the TOC at Review in diagrammatic and narrative forms to support consistent project performance; to articulate the causal pathways with drivers and assumptions and justify any reconstruction necessary to assess the project's performance.</p> <p>To include:</p> <ul style="list-style-type: none"> • description of how the <i>TOC at Review</i>⁴⁰ was designed (who was involved etc) • confirmation/reconstruction of results in accordance with UNEP definitions • articulation of causal pathways • identification of drivers and assumptions • identification of key actors in the change process • summary of the reconstruction/results re-formulation in tabular form. <i>The two results hierarchies (original/formal revision and reconstructed) should be presented as a two-column table to show clearly that, although wording and placement may have changed, the results 'goal posts' have not been 'moved'.</i> This table may have initially been presented in the Inception Report and should appear somewhere in the Main Review report. 	<p>Final report (coverage/omissions): All required elements are addressed A table with the reformulation of results statements is also included. The section also presents the ToC at design and the revised ToC that was developed for the Terminal Review.</p> <p>While the section does not mention who was involved in the TOC at Review, this information is provided under the evaluation methods section.</p> <p>Final report (strengths/weaknesses): The section presents the ToC at Review both in diagrammatic and narrative forms. Causal pathways from project outputs to the higher-level results are well described including the role of drivers and assumptions.</p>	5.5
<p>Quality of Key Findings within the Report</p> <p><u>Presentation of evidence</u>: nature of evidence should be clear (interview, document, survey, observation, online resources etc) and evidence should be explicitly triangulated unless noted as having a single source.</p> <p><u>Consistency within the report</u>: all parts of the report should form consistent support for findings and performance ratings, which should be in line with UNEP's Criteria Ratings Matrix.</p> <p><u>Findings Statements (where applicable)</u>: The frame of reference for a finding should be an individual review criterion or a strategic question from the TOR. A finding should go beyond description and uses analysis to provide insights that aid learning specific to the evaluand. In some cases a findings statement may articulate a key element that has determined the performance rating of a criterion.</p>	<p>Final report (strengths/weaknesses): Evidence presented by the reviewer is clear and consistent throughout the report. Specific finding statements for each review criterion were not provided.</p>	5

⁴⁰ During the Inception Phase of the review process a *TOC at Review Inception* is created based on the information contained in the approved project documents (these may include either logical framework or a TOC or narrative descriptions), formal revisions and annual reports etc. During the review process this TOC is revised based on changes made during project intervention and becomes the *TOC at Review*.

Findings will frequently provide insight into 'how' and/or 'why' questions.		
<p>Quality of 'Strategic Relevance' Section</p> <p><u>Purpose:</u> to present evidence and analysis of project strategic relevance with respect to UNEP, partner and geographic policies and strategies at the time of project approval.</p> <p>To include:</p> <p>Assessment of the evaluand's relevance vis-à-vis:</p> <ul style="list-style-type: none"> • Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities • Alignment to Donor/GEF/Partners Strategic Priorities • Relevance to Regional, Sub-regional and National Environmental Priorities • Complementarity with Existing Interventions: complementarity of the project at design (or during inception/mobilisation⁴¹), with other interventions addressing the needs of the same target groups. 	<p>Final report (coverage/omissions): All required elements are addressed.</p> <p>Final report (strengths/weaknesses): The section effectively describes the project's alignment and strategic relevance with respect to UNEP, donors Regional and Global priorities, and complementarity with existing interventions.</p>	5.5
<p>Quality of the 'Quality of Project Design' Section</p> <p><u>Purpose:</u> to present a summary of the strengths and weaknesses of the project design, on the basis that the detailed assessment was presented in the Inception Report.</p>	<p>Final report (coverage/omissions): All required elements are addressed.</p> <p>Final report (strengths/weaknesses): The section adequately summarises the project design's strengths and weaknesses. The summary table with the ratings of the design elements assessed, which was presented in the Inception Report, could have been included in this section.</p>	5
<p>Quality of the 'Nature of the External Context' Section</p> <p><u>Purpose:</u> to describe and recognise, when appropriate, key <u>external</u> features of the project's implementing context that limited the project's performance (e.g. conflict, natural disaster, political upheaval⁴²), and how they affected performance.</p> <p>While additional details of the implementing context may be informative, this section should clearly record whether or not a major and unexpected disrupting event took place during the project's life in the implementing sites.</p>	<p>Final report (coverage/omissions): This section covers all the required elements</p> <p>Final report (strengths/weaknesses): The sections briefly summarises the effects that COVID-19 had on the project implementation.</p>	5
<p>Quality of 'Effectiveness' Section</p> <p>(i) Availability of Outputs:</p> <p><u>Purpose:</u> to present a well-reasoned, complete and evidence-based assessment of the outputs made</p>	<p>Final report (coverage/omissions): All required elements are addressed. However, considering that the project had several outputs, a table with all the</p>	4.5

⁴¹ 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.

⁴² 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.

<p>available to the intended beneficiaries.</p> <p>To include:</p> <ul style="list-style-type: none"> • a convincing, evidence-supported and clear presentation of the outputs made available by the project compared to its approved plans and budget • assessment of the nature and scale of outputs versus the project indicators and targets • assessment of the timeliness, quality and utility of outputs to intended beneficiaries • identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability). 	<p>outputs' indicators and their respective baselines and targets could have been included at the beginning of this section for easy of reading. Such table should have also included a column indicating the degree of achievement of each indicator.</p> <p>Final report (strengths/weaknesses): The section presents a complete and evidence-based analysis of the achievement of the six project outputs.</p> <p>The Evaluation Office noted that some of the activities under Output B will be completed by March 2025, therefore, are still ongoing at the time of the validation of the Terminal Review report (July 2024). The reviewer provided an assessment based on the achievement at the indicators' targets at the time of the Review.</p>	
<p>ii) Achievement of Project Outcomes:</p> <p><u>Purpose:</u> to present a well-reasoned, complete and evidence-based assessment of the uptake, adoption and/or implementation of outputs by the intended beneficiaries. This may include behaviour changes at an individual or collective level.</p> <p>To include:</p> <ul style="list-style-type: none"> • a convincing and evidence-supported analysis of the uptake of outputs by intended beneficiaries • assessment of the nature, depth and scale of outcomes versus the project indicators and targets • discussion of the contribution, credible association and/or attribution of outcome level changes to the work of the project itself • any constraints to attributing effects to the projects' work • identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability). 	<p>Final report (coverage/omissions): As per the analysis of the project outputs, the section could have benefited from a table with the outcomes' indicators, their respective baselines/targets and degree of achievement.</p> <p>The absence of an indication of the indicators' targets hinders a comprehensive assessment of the achievement of the results at the outcome level.</p> <p>Final report (strengths/weaknesses): The analysis presented in this section included a brief assessment of the achievement of the three Intermediate (Immediate) Outcomes and the project Outcome.</p> <p>The effects of the intervention on differentiated groups, including those with specific needs due to gender, vulnerability or marginalization is not addressed.</p>	3.5
<p>(iii) Likelihood of Impact:</p> <p><u>Purpose:</u> to present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to likelihood of impact, including an assessment of the extent to which drivers and assumptions necessary for change to happen, were seen to be holding.</p> <p>To include:</p> <ul style="list-style-type: none"> • an explanation of how causal pathways emerged and change processes can be shown • an explanation of the roles played by key actors and change agents 	<p>Final report (coverage/omissions):</p> <p>The section meets most of the required elements.</p> <p>The summary missed the identification of any unintended negative effects of the project, especially on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).</p> <p>Final report (strengths/weaknesses):</p>	4.5

<ul style="list-style-type: none"> • explicit discussion of how drivers and assumptions played out • identification of any unintended negative effects of the project, especially on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability). 	<p>The section presents a brief analysis on the likelihood of impact based on the casual pathways presented in the reconstructed ToC. The reviewer discussed the drivers and assumptions (identified in the rToC) that are expected to hold.</p>	
<p>Quality of 'Financial Management' Section</p> <p><u>Purpose:</u> to present an integrated analysis of all dimensions evaluated under financial management and include a completed 'financial management' table (may be annexed).</p> <p>Consider how well the report addresses the following:</p> <ul style="list-style-type: none"> • <i>adherence</i> to UNEP's financial policies and procedures • <i>completeness</i> of financial information, including the actual project costs (total and per activity) and actual co-financing used • <i>communication</i> between financial and project management staff 	<p>Final report (coverage/omissions): Required elements are adequately addressed.</p> <p>Final report (strengths/weaknesses): The section presents a brief analysis of the three dimensions under financial management. The Evaluation Office noted that the sub-criteria on '<i>Adherence</i>' and '<i>Communication between finance and project management staff</i>' were rated as 'Satisfactory' in paragraph 195 and in Table 8 (Summary of project findings and ratings). However, the same sub-criteria were rated 'Highly Satisfactory' in Table 7.</p>	4.5
<p>Quality of 'Efficiency' Section</p> <p><u>Purpose:</u> to present an integrated analysis of all dimensions evaluated under efficiency (i.e. the primary categories of cost-effectiveness and timeliness).</p> <p>To include:</p> <ul style="list-style-type: none"> • 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. • implications of any delays and no cost extensions • the extent to which the management of the project minimised UNEP's environmental footprint. 	<p>Final report (coverage/omissions): All required elements are addressed.</p> <p>Final report (strengths/weaknesses): The section effectively addresses the reasons and implications of delays and extensions on the project.</p> <p>This section would have benefited with more information on the measures put in place to address the high turnover of staff, particularly of the unit coordinators, since this "affected the efficiency of management and leadership".</p>	5
<p>Quality of 'Monitoring and Reporting' Section</p> <p><u>Purpose:</u> to present well-reasoned, complete and evidence-based assessment of the evaluand's monitoring and reporting.</p> <p>Consider how well the report addresses the following:</p> <ul style="list-style-type: none"> • quality of the monitoring design and budgeting (<i>including SMART results with measurable indicators, resources for MTE/R etc.</i>) • quality of monitoring of project implementation (<i>including use of monitoring data for adaptive management</i>) • quality of project reporting (e.g. <i>PIMS and donor reports</i>) \ 	<p>Final report (coverage/omissions): The report presents an assessment of the three dimensions under Monitoring and Reporting.</p> <p>Final report (strengths/weaknesses): The section on '<i>monitoring of project implementation</i>' states only that: "The project monitoring was chiefly conducted by reviewing reports from the executing organizations. There were some monitoring trips but not all the demonstration projects were visited, such as Wastewater project in Malaysia". The Review should have provided a more detailed assessment of whether the monitoring system was operational</p>	4

	<p>and facilitated the timely tracking of results and progress towards projects objectives throughout the project implementation period. For instance, whether the project gathered relevant and good quality baseline data, including monitoring the representation and participation of disaggregated groups (including gendered, vulnerable or marginalised groups) in project activities.</p> <p>When assessing the quality of 'project reporting', the Review should have indicated whether data reported were disaggregated by vulnerable/marginalized groups, including gender.</p> <p>This section would have benefited from more information on the quality of monitoring of project implementation, especially the use of monitoring data for adaptive management.</p>	
<p>Quality of 'Sustainability' Section</p> <p><u>Purpose:</u> to present an integrated analysis of all dimensions evaluated under sustainability (i.e. the endurance of benefits achieved at outcome level).</p> <p>Consider how well the report addresses the following:</p> <ul style="list-style-type: none"> • socio-political sustainability • financial sustainability • institutional sustainability 	<p>Final report (coverage/omissions): The section presents an integrated analysis of the three dimensions under sustainability.</p> <p>Final report (strengths/weaknesses): A clear indication of whether the project put in place an appropriate exit strategy would have been appreciated.</p>	5
<p>Quality of Factors Affecting Performance Section</p> <p><u>Purpose:</u> These factors are not always discussed in stand-alone sections and may be integrated in the other performance criteria as appropriate. However, if not addressed substantively in this section, a cross reference must be given to where the topic is addressed and that entry must be sufficient to justify the performance rating for these factors.</p> <p>Consider how well the review report, either in this section or in cross-referenced sections, covers the following cross-cutting themes:</p> <ul style="list-style-type: none"> • preparation and readiness • quality of project management and supervision⁴³ • stakeholder participation and co-operation • responsiveness to human rights and gender equality • environmental and social safeguards • country ownership and driven-ness 	<p>Final report (coverage/omissions): An assessment of factors affecting performance is effectively presented as a stand-alone section within the report.</p> <p>Final report (strengths/weaknesses): The section on 'quality of project management and supervision' should have presented a separate assessment of the performance of the parties that played different roles in the project (i.e., UNEP and the Implementing Partners) and provided a rating for both types of supervision. The overall rating for this factor affecting performance should have been determined as a simple average of the two.</p>	4.5

⁴³ 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. This includes providing the answers to the questions on Core Indicator Targets, stakeholder engagement, gender responsiveness, safeguards and knowledge management, required for the GEF portal.

<ul style="list-style-type: none"> communication and public awareness 		
<p>Quality of the Conclusions Section</p> <p>(i) Conclusions Narrative:</p> <p><u>Purpose:</u> to present summative statements reflecting on prominent aspects of the <u>performance of the evaluand as a whole</u>, they should be derived from the synthesized analysis of evidence gathered during the review process.</p> <p>To include:</p> <ul style="list-style-type: none"> compelling narrative providing an integrated summary of the strengths and weakness in overall performance (achievements and limitations) of the project clear and succinct response to the key strategic questions human rights and gender dimensions of the intervention should be discussed explicitly (e.g. how these dimensions were considered, addressed or impacted on) 	<p>Final report (coverage/omissions): The Conclusions section does not include a response to key strategic questions. An analysis of the human rights and gender dimensions of the project intervention is also absent.</p> <p>Final report (strengths/weaknesses): The section highlights some of the project's findings, achievements, challenges, strengths and weaknesses.</p>	4.5
<p>ii) Utility of the Lessons:</p> <p><u>Purpose:</u> to present both positive and negative lessons that have potential for wider application and use (replication and generalization)</p> <p>Consider how well the lessons achieve the following:</p> <ul style="list-style-type: none"> are rooted in real project experiences (i.e. derived from explicit review findings or from problems encountered and mistakes made that should be avoided in the future) briefly describe the context from which they are derived and those contexts in which they may be useful do not duplicate recommendations 	<p>Final report (strengths/weaknesses):</p> <p>The Review includes five lessons learned, which are rooted in project experiences/challenges encountered during the implementation. However, some lessons duplicate recommendations. For instance, lesson 3 duplicates recommendation 3, while lesson 5 duplicates recommendation 4.</p> <p>The Evaluation Office notes that Lesson Learned 1 reads more as a finding than a lesson.</p>	4
<p>(iii) Utility and Actionability of the Recommendations:</p> <p><u>Purpose:</u> to present 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.</p> <p>Consider how well the lessons achieve the following:</p> <ul style="list-style-type: none"> are feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when include at least one recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions represent a measurable performance target in order that the UNEP Unit/Branch can monitor and assess compliance with the recommendations. <p>NOTES:</p> <p>(i) 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</p>	<p>Final report (strengths/weaknesses):</p> <p>The four recommendations identified are generic and lack a measurable and specific performance target in order to be able to monitor their compliance.</p> <p>Recommendation 3 reads as a lesson learned.</p> <p>There is no recommendation relating to strengthening the human rights or gender dimension.</p> <p>The Evaluation Office notes that recommendation 4 is categorized as UNEP-wide. However, since the responsibility for implementation is with the project staff, the Evaluation Office notes that this recommendation should have been categorized as "project level". Project level recommendations are "Where the actions of UNEP staff / those UNEP staff managing the evaluand can address the recommendation or the underlying problem independently"</p>	3.5

<p>recommendation should be formulated to say that UNEP project staff should pass on the recommendation to the relevant third party in an effective or substantive manner. The effective transmission by UNEP of the recommendation will then be monitored for compliance.</p> <p>(ii) 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.</p>		
<p>Quality of Report Structure and Presentation (i) Structure and completeness of the report: To what extent does the report follow the UNEP Evaluation Office structure and formatting guidelines? Are all requested Annexes included and complete?</p>	<p><i>Final report (coverage/omissions):</i> The report is complete and follows the Evaluation Office guidelines. All the required Annexes are included in the report.</p> <p><i>Final report (strengths/weaknesses):</i> No weakness identified.</p>	5
<p>(ii) 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?</p>	<p><i>Final report (strengths/weaknesses):</i></p> <p>Overall, the report is well written and in an appropriate tone for an official document. However, it contains a few typos. Tables' numbering is not correct.</p> <p>The font used in some paragraphs is not consistent with the rest of the report.</p>	5
<p>OVERALL REPORT QUALITY RATING</p>		4.6

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.