

**Validated Terminal Review of the UNEP Project  
 'Coherent Integration of the Environmental Dimension of the  
 Sustainable Development Goals in Regional and National Policy  
 Frameworks in Africa'  
 (PIMS ID 02086)  
 2020-2023**



**UNEP Regional Office for Africa  
 Validation date: February 2025**



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**Coherent Integration of the Environmental Dimension of the  
Sustainable Development Goals in Regional and National Policy  
Frameworks in Africa**

**PIMS ID Number - 02086**

10/2024

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## **ACKNOWLEDGEMENTS**

This terminal review report was prepared for UNEP Regional Office for Africa by Nyawira Muthui, who is an independent international expert on project and program reviews and evaluation.

The reviewer would like to express their gratitude to all persons met and who contributed to this review, as listed in Annex 3. In particular, the reviewer thanks the project team for their contribution and collaboration throughout the review process. This team includes Mr Robert Wabunoha, the Project Manager, Ms Catherine Mwangi, the Senior Programme Management Assistant and Mr. Stephen Ndeti, the Finance Officer, and the Budget/Finance Unit. Sincere appreciation is also expressed to the Project Management Committee who took time to provide information and to provide comments to the draft 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(S) BIOGRAPHY**

The terminal review was undertaken by Ms. Muthui, a senior natural resources management professional, with 20 years' experience facilitating African governments and local communities to mainstream environment, natural resources management and climate risks into development planning programmes, projects and policies, gathered from United Nations, international non-governmental organizations, academic institutions and civil society (Brief CV in Annex 9). From 2006 to October 2014, Ms. Muthui was a Technical Advisor on Land/Forest Management, Ecosystems and Biodiversity at the UNDP-GEF, a unit that assists African governments to programme and access resources from the Global Environment Facility, Least Developed Country Fund for Adaptation, the Green Climate Fund, and other international and bilateral funds. Before that she managed a consulting company that primarily developed and supervised implementation of environmental projects in Eastern and Southern Africa (2004-2006). Prior to that, she worked for the International Union for Conservation of Nature (IUCN) at regional and global levels (1997-2003). Ms. Muthui worked with the University of Nairobi between 1993 and 1995, and was a member of a UNESCO Research Team in Northern Kenya between 1987 and 1992. Ms. Muthui has therefore formulated and supervised the implementation of, and evaluated numerous projects throughout Africa, many of them addressing climate change adaptation, biodiversity conservation, sustainable land and forest management.

### **Reviewer**

Nyawira Muthui  
International Consultant

Signed by me, Nyawira Muthui



on 22<sup>nd</sup> October 2024

## ***ABOUT THE REVIEW***

**Joint Review:** No

**Report Language:** English.

**Review Type:** Management-led Terminal Review

**Brief Description:** This report is a management-led Terminal Review of a UNEP project implemented between 2020 and 2023, titled Coherent Integration of the Environmental Dimension of the Sustainable Development Goals in Regional and National Policy Frameworks in Africa. The project's overall development goal was to enhance the capacities of countries in Africa to implement SDGs in a more innovative manner by integrating environmental sustainability and resilience into policies, strategies and action plans, through regional and national approaches, taking opportunities offered by the UN reforms. 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, project donors and the relevant agencies of the project participating countries.

### **Key words:**

Climate resilience  
Environmental sustainability  
AMCEN  
UN Country Development Frameworks

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# Executive Summary

## PROJECT BACKGROUND

1. This document represents the full and final report of the Terminal Review (TR) of the project titled “Coherent integration of the environmental dimension of the sustainable development goals in regional and national policy frameworks in Africa (henceforth SDG project), which was designed and implemented by the United Nations Environment Programme (UNEP) Environment Governance Unit of the Africa Office.
2. The SDGs project was designed as an umbrella project convening the work and projects of different units within the UNEP Africa office and a fund raising vehicle to increase financial resources and coherent effort to deliver towards enhanced realization of the SDGs. The project’s planned budget was US\$ 9,236,398. However, it mobilized US\$ 10,593,070.60 and spent US\$ 8,844,555.99. The balance of US\$ 1,478,217.72 will be rolled over to the new project under development to continue addressing the pending issues. The project was designed as a two-year initiative, expected to run from January 2020 to 31 December 2021. It was however extended for an additional 18 months, without change of ambition, theory of change (TOC) or budget, ending in June 2023.
3. The objective of the project was to strengthen the capacities of countries in Africa to enhance the implementation of the sustainable development goals (SDGs) in a more innovative manner by integrating environmental sustainability and resilience into policies, strategies and action plans through regional and national approaches, taking opportunities offered by the United Nations (UN) reforms. The objective was delivered via two outcomes and two outputs (Box 1).

<p><b>Outcome 1:</b> Governments and regional entities adopt common positions on national/regional development and policies and plans that coherently integrate environmental dimension of SDGs;</p> <p><b>Outcome 2:</b> UN entities coherently integrate the environmental dimension of SDGs in the UN joint programming processes at national and regional levels.</p> <p><b>Output 1.1:</b> Countries in Africa ability to develop and adopt common positions and policies on environment through regional fora strengthened</p> <p><b>Output 1.2:</b> Countries capacity to address governance challenges governance challenges of transboundary natural resources and oceans is enhanced</p> <p><b>Output 2.1:</b> UNCTs integrates environment and climate resilience in their joint work</p> <p><b>Output 2.2:</b> Regional UNSDGs/RCM integrates environmental sustainability and climate resilience in their regional strategies and mechanisms</p>
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## THIS REVIEW

4. UNEP commissioned a Management-led Terminal Review (TR) six months after the project’s closure to assess project performance and determine outcomes and impacts (actual and potential) stemming from the project, including their

sustainability. The TR was executed by an independent Reviewer who was guided by the terms of reference (TOR) in Annex 1 and supervised by the UNEP Evaluation Office, in line with the UNEP Evaluation Policy. The assessment was carried out using a set of 9 review criteria<sup>1</sup>, each rated on a six-point scale ranging from highly satisfactory to highly unsatisfactory. Data was collected via review of project documents and reports, complimented by focus group discussions, electronically and via questionnaires. The data was collected with respect for ethics and human rights issues and in line with the UN Standards of Conduct. The formulation of the findings, conclusions, and recommendations are exclusively those of the Evaluator. The Review has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing on the part of the project donors and partners (Table 4)<sup>2</sup>, who are the primary target audience for this Review Report. This report describes the context and operation of the SDG project and the findings, conclusions, lessons learned, and recommendations that emerged from this independent review. Complementary information is included in the annexes to this report.

#### **KEY FINDINGS, CONCLUSIONS, RECOMMENDATIONS AND LESSONS**

5. The objectives and results had **high strategic relevance two UNEP Programmes of work (PoW)** - 2020-2021 and 2022-2023, contributing directly to several indicators of the main programmes on Climate Action, Nature Action, Chemicals and Pollution Action as well as to the foundational programmes of Science-Policy and Environmental Governance. It is **highly complementary with relevant existing UNEP and other stakeholder programmes**; its design having built on the progress achieved via four previous projects implemented by UNEP in Africa. The project outcomes and outputs directly address UNEP's mandate within the UN organization.
6. The project is **relevant to the strategic objectives of the many donors** (Table 4) who provided financial resources as well as global, regional, sub-regional and national environmental priorities as well as the strategic objectives of important regional Multilateral Environmental Agreements<sup>3</sup>. The project objectives were also in line with the strategic objective of all regional economic

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<sup>1</sup> Namely: (1) Strategic Relevance, (2) Project Preparation, (3) Nature of External Context, (4) Effectiveness (including availability of outputs; achievement of outcomes and likelihood of impact), (5) Financial Management, (6) Efficiency, (7) Monitoring and Reporting, (8) Sustainability and (9) Factors Affecting Project Performance and Cross-Cutting Issues.

<sup>2</sup> AMCEN Members States, AFDB, African Climate Foundation, Federal Ministry for Environment, Nature Conservation and Nuclear Safety (BMBU) Germany, European Union, Norwegian International Aid Organization, Swedish International Development Agency (SIDA), Italian funds ARGEO, UN Multi-Partner Trust Fund Office (MPTF) Rwanda, UNSDG-Mauritius and Seychelles, China Trust Fund, UNCCCD's Ethiopia Land Degradation Neutrality (LDN), UNICEF, UNESCO, UNDP and UNDA

<sup>3</sup>namely: the 2003 Maputo convention on environment and natural resources, the 1991 African Economic Community Treaty (Abuja Treaty), the 1991 Bamako Convention on the Ban of the Import into Africa and the Control of Transboundary Movement and Management of Hazardous Wastes (Bamako Convention), Lusaka Agreement on Co-operative Enforcement Operations Directed at Illegal Trade in Wild Fauna and Flora, the 2016 African Union Charter on Maritime Security, Safety and Development (Lome Charter)



communities<sup>4</sup>, whose major priority is to provide platforms for regional approaches for policy harmonization.

7. The project design was based on a **comprehensive analysis of the context, setting up a strong basis for the problem tree and theory of change**. Indeed, project design was informed by a clear stakeholder analysis, including. The TOC clearly explains the causal pathways, building on the objectives tree, presenting clear and realistic intervention logic on how outputs would be delivered, and how the outputs would contribute to higher results and impacts. The drivers and assumptions are realistic and well described.
8. On **effectiveness**, the project delivered all planned outputs except the final regional strategy for governance of African oceans<sup>5</sup>. Under outcome 1, the project provided technical support to 27 regional fora (e.g. AMCEN, Conference of Parties meetings) at which numerous common position outcomes were adopted that integrate environmental and sustainable development, surpassing its set target. It developed three policy briefs outlining the key aspects necessary to promote inclusive and beneficial youth and gender engagement in sustainable Natural Resource Governance, in the context of climate change. It also developed guidelines on incorporation of environmental sustainability, resilience and climate action in the voluntary national reviews (VNRs) of the 2030 Agenda for Sustainable Development
9. Under outcome 2, it developed three policy briefs outlining the key aspects necessary to promote inclusive and beneficial youth and gender engagement in sustainable Natural Resource Governance, in the context of climate change. It developed guidelines on incorporation of environmental sustainability, resilience and climate action in the voluntary national reviews (VNRs) of the 2030 Agenda for Sustainable Development.
10. Partnerships for EBAFOSA Policy Frameworks were mobilized and empowered in three countries (under the UNDA project) which was fully integrated into the SDGs project and focused on supporting coherent policy implementation to catalyze food & livelihood security in Africa, leveraging a data-driven approach towards enhancing coherent policy implementation in key SDG areas of Ecosystems-Based Adaptation (EBA)-driven agriculture with clean energy for food and livelihood security as catalytic to unlock multiple SDGs: Nigeria, Uganda and Cameroon. This anchored EBA and clean energy applications for food and livelihood security as critical enablers to the realization of multiple SDGs in some of the most prioritized policy instruments in economies. Furthermore, capacity for climate smart agriculture was boosted in three countries;

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<sup>4</sup> The key RECs engaged by the project are; Arab Maghreb Union, Community of Sahel-Saharan States, Common Market for Eastern and Southern Africa, Economic Community of Central African States, Economic Community of West African States, Inter-Governmental Authority on Development, East African Community and Southern African Development Community, the Central African Economic and Monetary Community, the Economic Community of the Great Lake Countries, the Indian Ocean Commission, the Mano River Union and the West African Economic and Monetary Union.

<sup>5</sup> The project delivered a ready draft of the strategy but the final stages of approval are the responsibility of IGAD, with the project support. This output will be delivered in the follow up project being designed to continue the mainstreaming of environmental sustainability into development policies and processes to improve the coherence of SDG implementation

Tanzania, Ethiopia and Kenya. Access to renewable energy technologies for lighting and cooking was also boosted in three countries (Mozambique, Malawi and South Africa).

11. Furthermore, four annual workplans of the Opportunity Issue Based Coalitions (OIBC, 2020 - 2023) integrated environmental sustainability and climate resilience; two draft cooperation framework were developed, one for strengthening regional forest governance of the Mayombe Transboundary Forest; and, a proposal for improved IGAD Region transboundary groundwater resources management. Good practices in climate action from across Africa were developed and widely disseminated. A UNCT Malawi Common Agenda for Climate Action was drafted and a platform on environmental data and statistics was established. Representatives of eight countries received training on leveraging national enablers of effective development cooperation, especially National Development Cooperation Policies (NDCPs), to enhance support by development partners for climate adaptation needs. A regional expert's network was established to keep these experts exchanging experiences.
12. Furthermore, the project has delivered outcomes that are the most important to attain intermediate states. Crucially, it has engaged key policy structures such as AMCEN, UNCTs and local policy makers, providing them with tools, guidelines and technical and logistical support, increasing capacities of these critical policy makers and implementers - whose decisions are critical for long-term sustainability and replication and expansion of project products. This has boosted the ability of these development players to choose policy paths that are sustainable by ensuring that the environmental, ecological and climate change dimensions of policy are considered at the same time as the economic, trade, energy, agricultural, industrial, and other dimensions on the same agendas, increasing the effectiveness of these policies to catalyze the achievement of SDGs and Agenda 2063. Furthermore, the assumptions for progress from project outputs to project outcome hold, and the drivers to support transition from outputs to project outcome are in place, thus making it likely that the impacts will be sustained.
13. The **project financial management was satisfactory**. UNEP undertook project financial management, it allocated a Funds Management Officer to the project, who was incorporated into the PMT. Consequently, evidence shows that financial management was done in compliance with all UNEP regulations and there was excellent working relations between the Funds Management Officer and the rest of the project team. Furthermore, the project design **embedded efficiency through three strategies**: Using the project as resource mobilization tool, integrating implementation into existing structures and partnerships; and, integrating environmental sustainability and resilience into national and regional policies, strategies and action plans.
14. The project had a clear, **realistic and adequately budgeted monitoring and evaluation (M&E) plan** which linked indicator to responsible officers for monitoring. For the first two years, the M&E systems was evidently used to track and report progress on implementation and deliveries (as reflected in project reports), this seems to have faltered in the third year. The project has produced numerous outputs in form of reports, workshop proceedings, guidelines and strategies, which are all uploaded to the UNEP PIMS (Project Information Management System). However, the last

annual and final reports do not adequately capture the results. Furthermore, the outputs on PIMS (reports, workshop proceedings, guidelines and strategies) do not make any reference to the project or to UNEP.

15. It is **highly likely that project results will be sustained** due to the fact that the project build on existing programs of relevant partners, it targeted policies and existing policy frameworks, working through the institutions with recognized mandates for policy and development; and, it delivered structures, guidelines and curriculums for continued use by those mandated to support implementation of SDGs and Agenda 2063.
16. The project was designed by UNEP Regional Office for Africa, in compliance with UNEP guidelines on **human rights and gender equity**, with a gender score of 2a. Furthermore, the project states clearly that it would support governments and the UN system to implement the “leaving no one behind principle”. However, the project implementation on the policy work (big part of the project) seems to have been gender-blind, it had no budget designated to gender activities and the project reports do not refer to gender equity, except for the reports of the relatively small projects piloted on the ground in several countries. Furthermore, the **environmental and social safeguard assessment** did not trigger any safeguard risks.
17. The TR finds that country ownership and driven-ness due to the fact that its design integrated it effectively into the programmes of partner institutions, including UNEP sub-programmes. Relevant stakeholders essential for moving from project outputs to outcomes and from outcomes to intermediate states and eventually impacts were engaged in its implementation, taking lead roles in strategic direction of project delivery, advocating for change to achieve higher level results, accepting project results and contributing co-finance.
18. Project implementation involved a **great deal of communication of learning and experience sharing** between project partners, ensured by design. Common positions agreed by the AGN, National Focal Points for the UNFCCC, UNCBD and UNCCD and AMCEN were published by reports of AMCEN meetings. Proceedings of the COPs for the ten global events that the project contributed to the preparation of common positions were published widely, including UNEP’s synthesis of the key outcomes and lessons of each COP, shared widely on its communication channels. Implementation of the interventions aimed at policy makers and policy processes, such as AMCEN meetings, UNCTs and UN Country Assistance Frameworks and the EBAFOSA partnerships engaged the relevant stakeholders directly and produced and disseminated key lessons.

*Table 1: Project Performance Ratings Table*

<b>Criterion</b>	<b>Rating</b>
<b>A. Strategic Relevance</b>	<b>HS</b>
<i>1. Alignment to UNEP’s MTS, POW and strategic priorities</i>	HS
<i>2. Alignment to Donor/Partner strategic priorities</i>	S

<b>Criterion</b>	<b>Rating</b>
3. <i>Relevance to regional, sub-regional and national environmental priorities</i>	HS
4. <i>Complementarity/Coherence with relevant existing interventions</i>	HS
<b>B. Quality of Project Design</b>	<b>S</b>
<b>C. Nature of External Context</b>	<b>MF</b>
<b>D. Effectiveness</b>	<b>S</b>
1. <i>Availability of outputs</i>	S
2. <i>Achievement of project outcomes, including towards indicators</i>	S
3. <i>Likelihood of impact</i>	L
<b>E. Financial Management</b>	<b>S</b>
1. <i>Adherence to UNEP's/Donor's policies and procedures</i>	S
2. <i>Completeness of project financial information</i>	HS
3. <i>Communication between finance and project management staff</i>	S
<b>F. Efficiency</b>	<b>HS</b>
<b>G. Monitoring and Reporting</b>	<b>MS</b>
1. <i>Monitoring design and budgeting</i>	MS
2. <i>Monitoring of project implementation</i>	MU
3. <i>Project reporting</i>	MS
<b>H. Sustainability</b>	<b>Likely</b>
1. <i>Socio-political sustainability</i>	Likely
2. <i>Financial sustainability</i>	Likely
3. <i>Institutional sustainability</i>	Likely
<b>I. Factors Affecting Performance and Cross-Cutting Issues</b>	<b>S</b>
1. <i>Preparation and readiness</i>	HS
2. <i>Quality of project management and supervision</i>	S
2.1 <i>UNEP/Implementing Agency:</i>	S
2.2 <i>Partners/Executing Agency:</i>	N/A
3. <i>Stakeholders participation and cooperation</i>	S
4. <i>Responsiveness to human rights and gender equality</i>	MS
5. <i>Environmental and social safeguards</i>	S
6. <i>Country ownership and driven-ness</i>	HS
7. <i>Communication and public awareness</i>	S
<b>Overall Project Rating</b>	<b>S</b>

### **Lessons Learned and Recommendations**

<b>Lesson</b>	<b>Context</b>
Lesson 1: The clearest lesson from this project is that well-positioned, modest investments can have far reaching, transformative results,	The project's planned budget was US\$ 9,236,398; of which only 35% was available at the start of implementation. Although the project mobilized US\$ 10,593,070.60 and spent US\$ 8,844,555.99, these are very small investments for an Africa-wide project. However, the project delivered considerable results and created conditions to support the translation of the results into impacts. In recognition of the fact that policies drive economic growth and development,

when the right partnerships target strategic policy processes and empower the most relevant drivers of economic development	the focused on building the capacity of the relevant development players, at local, national and regional levels, increasing their abilities to choose policy paths that are sustainable - integrating environmental sustainability and climate resilience into development processes, increasing the effort and coherence of the implementation of SDGs and Agenda 2063, leading to more sustainable, resilient and carbon neutral development while simultaneously halting, preventing and reversing degradation of Africa's natural capital, the bedrock of economic development and livelihoods.
Lesson 2: Related to the lesson 1, traditional institutions are key players and can be effective partners when the vision for development is clear.	Local/traditional governance structures and local financing structures of communal cooperatives are an inherent part of Africa's policy/institutional fabric that is connected to the majority of actors, especially in the informal sector. Under the EBAFOSA platform, these traditional institutions provided the much-needed bridge to mobilize community investments for data-generating enterprise actions and to connect ground empirical data with policy actions, and in so doing, enhanced the implement-ability of policy, ensuring the policies that end up prioritised are responsive to prevailing and current needs of communities expected to make behavioural shifts.
Lesson 3: The project confirmed that indeed, anchoring EBA and clean energy applications for food and livelihood security are critical enablers to the realization of multiple SDGs.	The partnerships for EBAFOSA Policy Frameworks mobilized and empowered in Nigeria, Uganda and Cameroon anchored EBA and clean energy applications for food and livelihood security as critical enablers to the realization of multiple SDGs in some of the most prioritized policy instruments in economies. Furthermore, the integration of climate action aspects should be implemented through youth-led enterprise actions. The informal sector, which constitutes the bulk of ground implementers and has the ability to unlock traceability of progress and impact, is starting to be accurately established to ensure work builds on successes that have been objectively proven on the ground to be most optimal for impact. Ensuring policy is recalibrated following what has proven to work on the ground ensures that incentives are targeted at the highest potential for success in the long term.

### Recommendations

Recommendation	Write a comprehensive end of project report that captures and documents the many and useful outputs and results produced by the project.
Challenge/problem to be addressed by the recommendation.	Despite having a robust M&E plan, only the first two annual reports provide a comprehensive analysis of project deliverables. Unfortunately, most of the project outputs were incomplete during this period. The third annual report and the project closure reports are sketchy and devoid of detailed analysis and they fail to capture the many and useful deliverables of the project. This made it incredibly difficult to obtain information for this review, especially given that the outputs (reports, papers, strategies, technical papers) produced under the project and uploaded onto the UNEP PIMS do not make any reference to the project or UNEP.
Priority Level:	Opportunity for improvement:

Type of Recommendation	1. UNEP Project Management Committee
Responsibility:	2. UNEP Project Management Committee
Proposed implementation time-frame:	3. Immediate uptake as the comprehensive end of project report should be part of the project documents in PIMS.
Recommendation #2:	Undertake detailed review of sub-projects, where deemed appropriate.
Challenge/problem to be addressed by the recommendation:	<p>This umbrella project had several sub-projects implemented in different countries, funded by different donors, which may require additional reviews, targeted at the sub-project activities and using review guidelines of specific donors. Such reviews may capture in-depth project-specific issues not captured by the current review, which utilized UNEP Review Guidelines. Given the broad nature of the umbrella project, the limited time allocated to this review and the fact that there was no planned field missions, it is likely that this report may not cover all the details required by the different donors to the sub-projects.</p> <p>Fiver sub-projects of relevance are:</p> <ul style="list-style-type: none"> <li>- Partnerships for EBAFOSA Policy Frameworks mobilization and empowerment in Nigeria, Uganda and Cameroon, financed by UNDA.</li> <li>- Integrated land management activities in peri-urban areas for Land Degradation Neutrality and income creation in Ethiopia, also known as the Greening Drylands Project (GDP) financed by UNCCCD.</li> <li>- Hybridized Clean Energy to Drive Climate Smart Agriculture and Agri Value Chain Project in Rongai Sub-County, Nakuru County, Kenya.</li> <li>- Renewable energy technologies for lighting and cooking project (Mozambique, Malawi and South Africa).</li> <li>- Capacity for climate smart agriculture in Dodoma, Tanzania, as part of UNEP's project on Ecosystems Based Adaptation for rural resilience project (EBARR).</li> </ul>
Priority Level:	Depends on donors to the sub-projects
Type of Recommendation	Project
Responsibility:	UNEP
Proposed implementation time-frame:	To be determined by the schedules of the donors to the sub-projects.
Recommendation #3:	Monitor human rights, gender, social and environmental safeguard in the follow up project:

Challenge/problem to be addressed by the recommendation:	<p>Inadequate integration of gender and human rights, social and environmental safeguard issues into the project design, implementation and monitoring.</p> <p>Impacts of climate change have gender and human rights aspects. Climate change and natural disasters affect the poor, marginalized, women and men differently. Despite the vulnerabilities experienced by women and girls, they are often unable to voice their specific needs. The exclusion of these voices also means that their extensive knowledge of the environment and adaptation/coping mechanisms is untapped.</p> <p>Although the project implementation is influenced by the compliance with gender and human rights, social and environmental safeguard issues of key partner institutions, UNEP, as the executor of the project should be more proactive in monitoring this compliance (in regards to the project) and incorporate the information in reporting.</p>
Priority Level:	Important
Type of Recommendation	UNEP-wide
Responsibility:	UNEP
Proposed implementation time-frame:	Immediate uptake in the design and implementation of the proposed follow up project.

### Validation

The report has been subject to an independent validation exercise performed by UNEP’s Evaluation Office. The performance ratings for the UNEP project ‘Coherent Integration of the Environmental Dimension of the Sustainable Development Goals in Regional and National Policy Frameworks in Africa’ (PIMS ID 02086) 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 **Moderately Satisfactory** (see Annex XIII).

## List of Acronyms

AfDB	Africa Development Bank
AMCEN	Africa Ministerial Conference on Environment
ASAL	Arid and semi-arid lands
AU	African Union
AU-C	African Union – Commission
BMBU	Germany - Federal Ministry for Environment, Nature Conservation and Nuclear Safety
CCA	Common Country Analysis
CF	United Nations Sustainable Development Assistance Framework
DESA	United Nations Department of Economic and Social Affairs
EPA	Environment Protection Agency
EU-SAG	European Union (Science Advisory Group)
HLPF	High-level Political Forum on Sustainable Development
IMCHE	Inter-Ministerial Conference on Health and Environment
KM	Knowledge Management
NEPAD	New Partnership for Africa's Development
NES	National Environment Summaries
NGO	Non-governmental organization
PIMS	Programme and Information Management System (UN Environment)
PMT	Project Management Team
POW	Programme of Work (UN Environment)
PSC	Programme Support Cost
PSC	Project Steering Committee
RCM	Regional Coordination Mechanism
RCO	Resident Coordinator Office
SDGs	Sustainable Development Goals
TOC	Theory of Change
TOR	Terms of Reference
TR	Terminal Review
UN	United Nations
UN ECA	United Nations Economic Commission for Africa
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEA	United Nations Environment Assembly
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNICEF	United Nations Children Education Fund
UNISDR	United Nations International Strategy for Disaster Reduction
UNRC	United Nations Resident Coordinator
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNSDG	United Nations Sustainable Development Group
VNR	Voluntary National Review



Table 2: Project Identification Table

Other Members of Project team all from the Africa Office			
Identification	Umoja #. SB-014797 PIMS #. 02086		
Project Title	Coherent Integration of the Environmental Dimension of the Sustainable Development Goals in Regional and National Policy Frameworks in Africa		
Project Number	PIMS #. 02086		
Division	Africa Office		
Project Manager, <i>Region</i>	Robert Wabunoha : P4:		
Other Staff Members all from the Africa Office			
Jean Jacob Sahou; P4; 30%	Saidou Hamani; P4; 15%	David Smith; P5; 15%	
Angele Luh; P5; 25%	Abdouraman Bary; P4; 15%	Mohamed Atani; P4; 15%	
Richard Munang; P4; 15%	Charles Sebukeera; P4; 15%	Meseret Zemedkun; P4; 15%	
David Ombisi; P3; 30%	Cecilia Njenga; P5; 25%	Cyrille Siewe; P4; 30%	
Damaris Mungai; P2; 15%	Clara Makenya; NOC; 25%	Catherine Mwangi; G6; 30%	
Levis Kavagi; P4; 15%	Margaret Oduk; P4; 25%	Samba Harouna; P5; 25%	
Patrick Mwesigye; P4; 15%			
Name of Supervisor of Project Manager	Frank Turyatunga Africa Office		
Name of persons who formulated the ProDoc	Robert Wabunoha	P4	Africa Office
	Jean Jacob Sahou	P4	Africa Office
	David Ombisi	P3	Africa Office
Name of Fund Manager	Stephen Ndeti Africa Office		
Type/Location	Regional and National		
Region	Africa		
Names of Countries	All the 54 African <sup>6</sup> countries are targeted for outcome 1 as it is a regional approach project. For outcome 2, all the 54 African countries as part of region-wide processes, and, selected countries based on cooperation frameworks roll out lists, specific requests and countries participating in sub-regional for a targeted by the project.		
Programme of work	PoW 2022-2023		
Subprogrammes	Climate Action✓ Nature Action✓ Chemicals and Pollution Action✓ Science-Policy✓ Environmental Governance✓		
PoW Direct Outcomes	<p>Direct Outcomes:</p> <p>Climate action:</p> <p>1.1 - Policymaking and decision-making for climate action are informed by the latest science-based analysis and data generation.</p> <p>1.2 - Carbon neutrality and resilience are integrated into climate planning and policy and regulatory frameworks at all levels.</p> <p>Nature action:</p>		

<sup>6</sup> However, these countries will be focused on: Angola, Benin, Cape Verde, Kenya, South Africa, Cote d'ivoire, Tanzania, Somalia, Mozambique, Rwanda, Botswana, Burkina Faso, Malawi, Nigeria, Egypt, Mauritania, Liberia, Ghana, Mauritius, Madagascar, Senegal, Sudan, Uganda, Gabon, Congo, DRC, Cameroun, and Ethiopia

	<p>2.1 - Collective action by United Nations system entities addresses biodiversity loss and promotes conservation and restoration.                  2.4 - Oceans are governed sustainably and holistically at the regional and global levels.                  2.5 - Nature is integrated into national and international public health decision making.</p> <p>Chemicals and pollution action:                  3.1 - Regional and national integrated policy has shifted towards the sound management of chemicals and waste.                  3.10 - Collective action of United Nations system entities addresses sound management of chemicals and waste.</p>
<p>Outcome indicators -                  Insert the narrative of the specific Outcome indicators to which the project contributes</p>	<p>POW 2022-2023</p> <p>Environmental Governance Subprogramme  <b>Indicator: (iii)</b> Number of plans, approaches, strategies, policies, action plans or budgeting processes of entities at the national, regional and global levels that include environmental goals as a result of UNEP support.</p> <p>Climate Action Subprogramme  <b>Indicator: (i)</b> Number of national, subnational and private-sector actors that adopt climate change mitigation and/or adaptation and disaster risk reduction strategies and policies with UNEP support  <b>Indicator: (iii)</b> Number of national, subnational and private-sector actors reporting under the enhanced transparency arrangements of the Paris Agreement with UNEP support</p> <p>Nature Action Subprogramme  <b>Indicator: (i)</b> Number of national or subnational entities that, with UNEP support, adopt integrated approaches to address environmental and social issues and/or tools for valuing, monitoring and sustainably managing biodiversity  <b>Indicator: (iii)</b> Number of countries and national, regional and subnational authorities and entities that incorporate, with UNEP support, biodiversity and ecosystem-based approaches into development and sectoral plans, policies and processes for the sustainable management and/or restoration of terrestrial, freshwater and marine areas</p> <p>Chemicals and Pollution Action Subprogramme  <b>Indicator: (i)</b> Number of governments that, with UNEP support, are developing or implementing policies, strategies, legislation or action plans that promote sound chemicals and waste management and/or the implementation of Multilateral Environmental Agreements and the existing framework on chemicals and waste  <b>Indicator: (ii)</b> Number of governments developing or implementing policies, strategies and mechanisms to prevent or reduce waste and ensure environmentally sound waste treatment or disposal, including in the context of disaster or conflict-related environmental emergencies, with UNEP support  <b>Indicator: (iii)</b> Number of policy, regulatory, financial and technical measures developed with UNEP support to reduce pollution in air, water, soil and the ocean</p> <p>Science-policy Subprogramme  <b>Indicator: (ii)</b> Number of relevant global, regional and national forums, institutions and Governments using data, statistics, scientific assessments and early warning and foresight systems provided by UNEP for catalysing policymaking and action</p>

	<b>Indicator: (iv)</b> Number of United Nations country teams using data and statistics on environmental trends and assessments identified through UNEP to catalyze policy recommendations		
Link to relevant SDG Goals, targets and SDG indicators <sup>4</sup>	<p><b>Indicator 15.9.1:</b> Progress towards national targets established in accordance with Aichi Biodiversity Target 2 of the Strategic Plan for Biodiversity 2011–2020 (third indicator of Target 2 measures the number of countries that have integrated biodiversity in national development plans, poverty reduction strategies or other key development plans)</p> <p><b>Indicator 16.10.2:</b> Number of countries that adopt and implement constitutional, statutory and/or policy guarantees for public access to information</p> <p><b>Indicator 17.14.1:</b> Number of countries with mechanisms in place to enhance policy coherence of sustainable development</p> <p><b>Indicator 17.15.1:</b> Extent of use of country-owned results frameworks and planning tools by providers of development cooperation</p> <p><b>Indicator 17.16.1:</b> Number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the SDGs</p>		
Other Divisions/Regional Offices involved (any Division/Reg. Office named here must be shown also in the Project Delivery Plan and Budget section showing what budget and responsibility is accorded to the Div/Regional Office named here) – N/A			
Name of External Executing Partners	UNECA, UNSDG, Africa Regional, AU-Commission, AfDB, AMCEN, IMCHE, UNCTs, Regional Economic Commissions, Secretariats of Environmental Conventions		
A: Previously approved planned budget (from the last revision)	USD 10,512,573.27		
B: Previously secured budget (from IMIS)	USD 4,696,923.28		
C: Total change of secured budget [sum of (i)+(ii)+(iii)+(iv)+(v)]	(USD 277,667.74)		
i) UNSDG- Blue and Green Economy in Mauritius and Seychelles	USD722,800		
ii) Adjustment from Rev#1	(USD1,000,467.74)		
D: Total revised secured budget (B+C)	USD 4,419,255.54		
E: Unsecured budget (F-D)	USD 6,816,117.73		
F: New total for proposed planned budget	USD 11,235,373.27		
G: In Kind contributions- Previously Secured	USD 3,005,650		
H: Revised total in kind secured contributions	USD Nil		
I: Total revised planned budget: Planned + In Kind (F+H)	USD11,235,373.27		
2.1 Proposed changes to previously approved Duration and Cost Previously approved dates and duration:	Starting date: (03/2020)	Actual completion date: (12/2022)	Total duration in Months: (33)
Proposed completion date and duration	Proposed new completion date, if changed (06/2023)		Proposed total duration in Months: (39)

## I. Introduction

1. The project titled “Coherent integration of the environmental dimension of the sustainable development goals in regional and national policy frameworks in Africa – dubbed the Sustainable Development Goals (SDG) project was designed and implemented by the United Nations Environment Programme (UNEP) Environment Governance Unit of the Africa Office. It is in the final year of implementation. UNEP has commissioned a Management-led Terminal Review (TR) 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.
2. The Review has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among project stakeholders, primarily UNEP and United Nations Economic Commission for Africa (UNECA), United Nations Sustainable Development Groups (UNSDG), United Nations Conference on Trade and Development (UNCTAD), United Nations Development Account (UNDA), United Nations Country Teams (UNCTs), Africa Union (AU-Commission), African Development Bank (AfDB), Africa Ministerial Conference on Environment (AMCEN), Inter-Ministerial Conference on Health and Environment (IMCHE), Regional Economic Communities, Secretariats of Environmental Conventions, Sustainable Development Goals Center for Africa, the New Partnership for Africa’s Development (NEPAD)’s Planning and Coordinating Agency, as well as relevant Non-governmental Organizations (NGOs) and the private sector. The Review will identify lessons of operational relevance for future project formulation and implementation, especially for similar projects, where applicable.

## II. Review Methods

### *Definitions of review criteria*

3. The TR was guided by the TOR (Annex 1) and undertaken in line with the UNEP Evaluation Policy and the UNEP Programme Manual. In line with these guidelines, the TR has been carried out using a set of 9 commonly applied review criteria which include: (1) Strategic Relevance<sup>7</sup>, (2) Quality of Project Design, (3) Nature of External Context, (4) Effectiveness (including availability of outputs; achievement of outcomes and likelihood of impact), (5) Financial Management, (6) Efficiency, (7) Monitoring and Reporting, (8) Sustainability and (9) Factors Affecting Project Performance and Cross-Cutting Issues.
4. Most review criteria are rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability and Likelihood of Impact are rated from Highly Likely (HL) down to Highly Unlikely (HU) and Nature of External Context is rated from Highly Favourable (HF) to Highly Unfavourable (HU). The ratings against each criterion are ‘weighted’ to derive the Overall Project Performance Rating. The greatest weight is placed on the achievement of outcomes, followed by dimensions of sustainability.
5. **Matrix of ratings levels for each criterion:** The UNEP Evaluation Office has developed detailed descriptions of the main elements required to be demonstrated at each level (i.e. Highly Satisfactory

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<sup>7</sup> This criterion includes a sub-category on Complementarity, which closely reflects the OECD-DAC criterion of ‘Coherence’, introduced in 2019. Complementarity with other initiatives is assessed with respect to the project’s design. In addition, complementarity with other initiatives during the project’s implementation is assessed under the criterion of Efficiency.

to Highly Unsatisfactory) for each review criterion. The reviewer has considered all the evidence gathered during the review in relation to this matrix in order to generate review criteria performance ratings.

### **Review process**

6. **Planning and Initiation:** The TR was carried out in line with the steps described in Fig. 1. This review adopted a participatory approach, consulting with project team members, partners and beneficiaries at several stages throughout the process. During Stage 1 (Planning and Initiation), the UNEP Evaluation Office, together with the project partners agreed on the purpose and scope of the review as well as the timeframe and budget, all of which were expressed in the ToRs.
7. **Inception Phase:** The intention of the inception phase was to build common understanding amongst the parties; clarify key issues; set out an approach and timeline for data-gathering, data analysis, and report writing; document deliverables and key milestones; and gain timely feedback to refine the review approach. During the inception phase, the consultant undertook a desk-top review of project documents and reports and undertook an initial analysis of quality of project design and stakeholder participation in the design and implementation of the project. Central to this analysis was the review (and partial reconstruction) of the project's TOC. In addition to in-depth review of the project design, consultations were held with those engaged in the implementation of the project to arrive at a nuanced understanding of how the project intended to drive change and what contributing conditions ('assumptions' and 'drivers') would need to be in place to support such change. The final iteration of the TOC is presented in Figures 3 and 4, noting that reconstruction of the TOC was deemed unnecessary. However, as indicated in the Section on Theory of Change, the original TOC (Fig. 3) was refined in line with the current TOC Template (Fig. 4)
8. The consultant then prepared a Review Matrix following UNEP's nine core review categories, together with the envisaged sources of data to address the questions and indicators that could be expected to provide concrete evidence of achieved results and impacts. These aspects were undertaken to assure a robust foundation for the review.
9. **Data collection Phase:** Data collection took place from April to July. No field missions were anticipated, due to the nature of the project. To deepen understanding and triangulate results, data was sought from a variety of perspectives using multiple means. A desk review was undertaken of all key project documentation supplied by UNEP, including project approval documents, revisions, annual work plans, meeting reports, annual monitoring reports, minutes of Project Management Committee meetings, financial reports, technical papers, reports and strategies (e.g. proceedings of AMCEN meetings and reports of Conference of Parties meetings of the UNCCD, CBD and UNFCCC), dissemination materials, presentations, relevant correspondence and thematic resources. This was complemented by telephone interviews of relevant UNEP project staff and the use of a questionnaire to obtain feedback from the UNEP Managers responsible for the project outputs, as listed in Table 9.
10. The reviewer undertook the following measures to assure the quality of data collection: i) the Review Matrix organised along the required 9 categories for review, together with an interview guideline (adapted according to respondent) was kept on hand as a reference, thereby maintaining focus on the purpose and scope of data gathering; ii) data collected through interviews was simultaneously noted down and clarifications were sought at the time or shortly afterwards by email, as deemed necessary; iii) interview notes were subsequently reviewed and corrected, where deemed necessary; iv) facts were checked with relevant actors and verified with additional sources, as appropriate; v)

to preserve the integrity of the review process and enhance freedom of expression, respondents were assured of the anonymity and confidentiality of their input.

11. **Reporting Phase:** A preliminary findings note was prepared and submitted (PowerPoint) to share preliminary findings after data collection. The note provided an early opportunity for project partners to reflect on emerging findings and fill any gaps in information. This also facilitated effective participation of the project stakeholders in the review process. This was followed by the production of a draft report containing an executive summary that acted 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. The report was finalized using feedback obtained from the relevant partners, managed by the UNEP Evaluation Manager. The draft report was also reviewed within the Evaluation Office by a Peer Reviewer, and the findings recorded in Annex xx<sup>8</sup>. An audit trail (respondents’ comments table) was written and submitted, showing how comments from the project partners were used to finalize the review report.

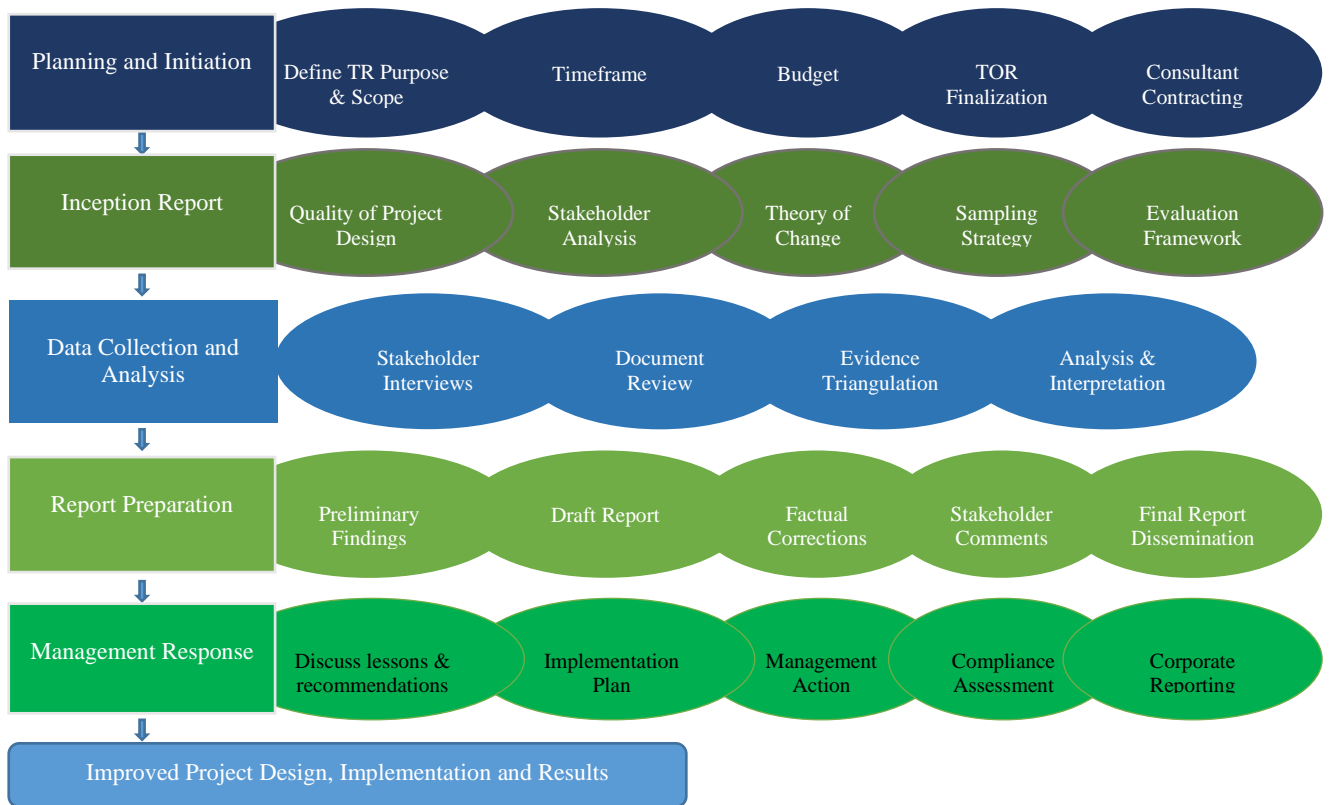


Figure 1: Review Process

12. **Management Response:** Once the TR final report is approved, the UNEP Evaluation Office will guide the project partners to generate a management response. They will discuss the TRs recommendations and lessons learnt and formulate an action plan to implement the

<sup>8</sup> This table number will be provided once UNEP has reviewed the report.

recommendations, which will clearly indicate management actions with a compliance assessment plan. This will be followed by corporate reporting on the TR. The ultimate goal is that the findings from this TR, especially the lessons learnt, will be applied to improve project design, implementation and results of other similar projects

### *Limitations of the Review*

13. This TR encountered three types of challenges related to the nature of the project, problematic reporting and no provision for field missions.
14. **Nature of the project:** The SDG was a complex umbrella project, designed as a vehicle for fundraising, being funded by more than ten different donors<sup>9</sup> and executed by a large contingent of 21 UNEP staff members in partnership with a large group of partner institutions, including the RECCs<sup>10</sup>, covering all of Africa. It was difficult to engage directly all implementing partners engaged in the entire range of activities and all relevant stakeholders in all involved countries. The review was largely informed by self-reporting by UNEP staff members. Although the reviewer balanced the self-reporting with diligent review of the project reports and project deliverables, this was further challenged by two facts: the project produced reasonably detailed annual reports for the first two years; but the annual report for year three and the project closure report do not adequately capture the results, and were not useful for this review. Although the project has produced numerous outputs in the form of reports, workshop proceedings, guidelines and strategies, which are all uploaded to the UNEP PIMS, none of them make any reference to the project or to UNEP. The reviewer relied on the fact that the outputs were clearly identified in the project document and subsequent workplans, budgets and annual reports.
15. Furthermore, **the project was so tightly integrated into the regular programmes of UNEP** and its partners, such that non-UNEP partners found it difficult to separate the project from regular UNEP technical assistance, especially since it was executed by UNEP. Fortunately, the evidence was available in the form of proceedings of international events such as AMCEN meetings, decisions of the Conference of Parties of the multi-lateral conventions on environment and national UN Country Assistance Frameworks.
16. **There was no provision for field missions.** Although the project largely targeted policy processes at the national and regional levels, it had several, albeit small, interventions. Partnerships for EBAFOSA Policy Frameworks were mobilized and empowered Nigeria, Uganda and Cameroon, which anchored EBA and clean energy applications for food and livelihood security as critical enablers to the realization of multiple SDGs prioritized policy instruments in economies. Furthermore, capacity for climate smart agriculture was boosted in Tanzania, Ethiopia and Kenya; and access to renewable energy technologies for lighting and cooking was also boosted in Mozambique, Malawi and South Africa. The review might have benefited from actual observations on a sample of these initiatives, to validate the reported successes and challenges.

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<sup>9</sup> AMCEN Members States, AFDB, African Climate Foundation, Federal Ministry for Environment, Nature Conservation and Nuclear Safety (BMBU) Germany, European Union, Norwegian International Aid Organization, Swedish International Development Agency (SIDA), Italian funds ARGE0, UN Multi-Partner Trust Fund Office (MPTF) Rwanda, UNSDG-Mauritius and Seychelles, China Trust Fund, UNCCCD's Ethiopia Land Degradation Neutrality (LDN), UNICEF, UNESCO, UNDP and UNDA

<sup>10</sup> The key RECs engaged by the project are; Arab Maghreb Union, Community of Sahel-Saharan States, Common Market for Eastern and Southern Africa, Economic Community of Central African States, Economic Community of West African States, Inter-Governmental Authority on Development, East African Community and Southern African Development Community, the Central African Economic and Monetary Community, the Economic Community of the Great Lake Countries, the Indian Ocean Commission, the Mano River Union and the West African Economic and Monetary Union

### III. The project

#### A. The context

17. The objective of the SDG project was to strengthen the capacities of countries in Africa to enhance the implementation of the sustainable development goals (SDGs) in a more innovative manner by integrating environmental sustainability and resilience into policies, strategies and action plans through regional and national approaches, taking opportunities offered by the United Nations (UN) reforms<sup>11</sup>. The project was designed in recognition of the fact that the livelihoods and the economies of many African countries are dependent on a finite and diminishing natural capital, with negative consequences to current and projected development and resilience. The continent's natural resources – biodiversity, water, land and forests, fisheries, mineral and energy resources are degrading rapidly due to complex and compounding set of facts that cause negative feedback loops, making it difficult for the continent to achieve SDGs. These include high exposure and sensitivity to climate hazards, poverty, high rates of population growth, low productivity of labour, fragility (in many countries) and low adaptive capacity – among others. Indeed, climate change is projected to reduce economic productivity of poor countries – most being in Africa - by significant 70%, if climate risks are not addressed and adaptive capacity increased significantly.
18. The project therefore, aimed to strengthen the integration of environmental dimension in development processes at regional, sub-regional and national levels, to prevent, halt and reverse environmental degradation and the coherent implementation of policies in catalytic areas for the realisation of SDGs and Agenda 2063. Catalytic areas include ecosystem-based adaptation (EBA) - driven agriculture, clean energy, ocean governance and circular economies. The project falls under UNEP's 2022-2023 Program of Work (PoW), where it contributes directly to the Climate Action, Nature Action, Chemicals and Pollution Action, Science-Policy and Environmental Governance foundational programs (details in Table 1).

#### B. Project Objectives and Outcomes

19. The project objective was to be achieved via two outcomes: (i) Governments and regional entities adopt common positions on national/regional development policies and plans that coherently integrate environmental dimension of SDGs; (ii) UN entities coherently integrate the environmental dimension of SDGs in the UN joint programming processes at national and regional levels. Table 3 shows the project outcomes and outputs at design. The assessment of the quality of project at design concluded that these outcomes and outputs are in line with UNEP guidelines and definition of the results chain and are relevant and suitable for the TR. Consequently, no changes are suggested.

*Table 3: Project Results (outputs, outcomes, milestones, impacts)*

<b>Impact:</b> Regional, sub regional and national environment degradation decreased	
<b>Intermediate Impact:</b> Regional, sub regional and national efforts in implementing global and regional environmental commitments increased	
<b>Project Outcome</b>	<b>Outputs</b>

<sup>11</sup> The project also focused on enhancing the coherent implementation of policies in key SDG sectors like ecosystem-based adaptation (EBA)-driven agriculture with clean energy towards food and livelihood security as a catalytic area that can unlock multiple SDGs.



<b>Outcome 1:</b> Governments and regional entities adopt common positions on national/regional development and policies and plans that coherently integrate environmental dimension of SDGs	<b>Output 1.1:</b> Countries in Africa ability to develop and adopt common positions and policies on environment through regional fora strengthened
	<b>Output 1.2:</b> Countries capacity to address governance challenges governance challenges of transboundary natural resources and oceans is enhanced
<b>Milestones</b>	
M1: Action plan on ocean governance in Africa agreed upon by countries	Jun: 2020
M2: 4th Inter-ministerial Conference on Health and Environment in Africa adopts a joint declaration on health and environment	Dec: 2020
M3: 18th session of AMCEN adopts ministerial outcomes that integrates environment and sustainable development	Jun: 2021
M4: At least 2 national and regional policy frameworks/strategies on coherent implementation of SDGs adopted	Dec: 2021
M5: 19th session of AMCEN adopts ministerial outcomes that integrates environment and sustainable development	Jun 2022
M6: At least 3 1 national and regional policy frameworks/strategies on coherent implementation of SDGs and oceans adopted	Dec 2022
M7: Action plan on ocean governance in Africa agreed upon by countries	June 2023
<b>Outcome 2:</b> UN entities coherently integrate the environmental dimension of SDGs in the UN joint programming processes at national and regional levels	<b>Output 2.1:</b> UNCTs integrates environment and climate resilience in their joint work.
	<b>Output 2.2:</b> Regional UNSDGs/RCM integrates environmental sustainability and climate resilience in their regional strategies and mechanisms
<b>Milestones</b>	
M1: At least 8 UN Development Cooperation Frameworks mainstream environment and climate actions by 2021	Jun 2020
M2: Regional position on integration of environmental sustainability and climate resilience agreed upon for High-level Political Forum on Sustainable Development (HLPF) in 2021.	Dec 2020
M3: At least 20 national governments institutions supported to use environmental data and information to inform UNCTs on national priorities	Jun 2021
M4: Regional position on integration of environmental sustainability and climate resilience agreed upon for HLPF in 2022 developed	Jun 2022
M5: A regional meeting of EPAs held to promote use of environmental data and environment mainstreaming in UN Development Cooperation Frameworks	Dec 2022

### C. Stakeholders

20. Stakeholders’ identification and the importance of clear stakeholder engagement in project implementation and achievement and sustainability of project results was mainstreamed throughout the project document, in addition to the specific chapter on stakeholder analysis. The project was set up to enhance the capacities of countries in Africa to implement SDGs in a more innovative manner by integrating environmental sustainability and resilience into policies, strategies and action plans through regional and nations approaches, taking opportunities offered by the UN reforms. Furthermore, the project stated clearly that it would support governments and the UN system to implement the “leaving no one behind principle” - which recognizes the need for protecting ecosystems and biodiversity as the “Gross Domestic Products of the poor,” since they provide the bases for livelihoods and employment for many of the poor and those left furthest behind, including

vulnerable groups such as women, indigenous peoples, the physically challenged and the youth. Direct stakeholders, therefore, were primarily policy makers at regional and national levels, in governments, the UN system and regional bodies. Indirect stakeholders included civil society, academia, private sector - including the informal sector, and the general populations in the fifty-four African countries, as described below.

- **Type A:** High power / high interest and key player in the project, SDG and Agenda 2063, including: (i) policy makers in the national governments of the fifty four African countries, particularly ministries of finance, planning and environment, and UNCTs; (ii) Regional institutions (UN Economic Commission for Africa, United Nations Sustainable Development Group (Africa region), AU-Commission, AfDB, AMCEN, IMCHEN, Regional Economic Communities, Secretariats of Environmental Conventions and the Sustainable Development Goals Center for Africa.
- **Type B:** High power/ low interest over the project, whose needs the project must meet including: (i) UN entities and other international organizations (UNRC, UNDP, UNECA); (ii) Media; (iii) Private sector.
- **Type C:** Low power/ high interest over the project, which the project must show consideration - local communities in the fifty-four countries of Africa.

21. The project gender score is 2 a, meaning that gender is reflected in the context, implementation, logframe, and the budget. This score is appropriate as the project design provided a compelling argument for the rating in the gender marker self-assessment<sup>12</sup>. Furthermore, mainstreaming project implementation through the programmes of UN regional and national partners ensures that the project benefits from gender guidelines and provisions of these partners.

#### **D. Project implementation structure and partners**

22. Overall policy and implementation guidelines was provided by a Project Management Committee (PMC), which differed slightly from standard project steering committees (PSC). The PMC consisted wholly of UNEP staff members engaged in the project implementation consisting of the project manager and his supervisor, the project component managers, and the global coordinator environmental governance. This arrangement was deemed suitable due to the umbrella nature of the project and the chosen implementation arrangement. The PMC performed duties of regular PSCs including continuous fundraising to reach the programmed budget<sup>13</sup>, approved detailed project annual workplans and provided guidance on the specific outputs and the project implementation as a whole. It provided general directions to the project teams and ensured that implementation was guided by adaptive management and priorities of the project partners as appropriate. It was anticipated that the PMC would meet at least twice a year; however, only one meeting was held during the inception. This unusual circumstance did not seem to affect implementation or delivery of outputs, perhaps due to the fact that it was executed by a group of colleagues within the UNEP Regional Office for Africa.

#### **E. Changes in design during implementation**

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<sup>12</sup> The reasoning given stated that: a) The project design recognizes that environmental degradation affects more adversely the vulnerable groups in society, including women, the youth and the physically challenged; b) Women and indigenous communities are among the clear champions advocating for more sustainable use of natural resources and the rights of the minorities within development; c) A stronger policy and institutional framework for environmental governance increases resources for the implementation of SDGs and Agenda 63 with likelihood of benefits at local level, where vulnerable groups are likely to benefit.

<sup>13</sup> Only 39% of the programmed budget was in place at the beginning of the project.

23. The US\$9,236,398 project was designed as a two-year initiative, expected to run from January 2020 to 31 December 2021. It was however extended for an additional 18 months, without change of ambition, theory of change (TOC) or budget, in two trunks; all of 2022 and until 30<sup>th</sup> June 2023, respectively. The first extension was necessitated by the delays to implementation caused by the impacts of Covid-19 pandemic. Implementation during the extension faced setbacks, leading to the second extension to 30<sup>th</sup> June 2023, to allow for the completion of pending activities and the project's terminal review. The initial project design anticipated a medium-term review in May 2020, which was not undertaken. This TR therefore covers the entire duration of the project from January 2020 to June 2023.

## **F. Project financing**

24. The SDGs project was designed as an umbrella project convening the work and projects of different units within the UNEP Africa office and a fund raising vehicle to increase financial resources and coherent effort to deliver towards enhanced realization of the SDGs. The project was financed by the donors listed in Table 4. Its planned budget was US\$ 9,236,398. However, it mobilized US\$ 10,593,070.60 and spent US\$ 8,844,555.99. The balance of US\$ 1,478,217.72 will be rolled over to the new project under development to continue addressing the coherent delivery of SDGs in Africa.

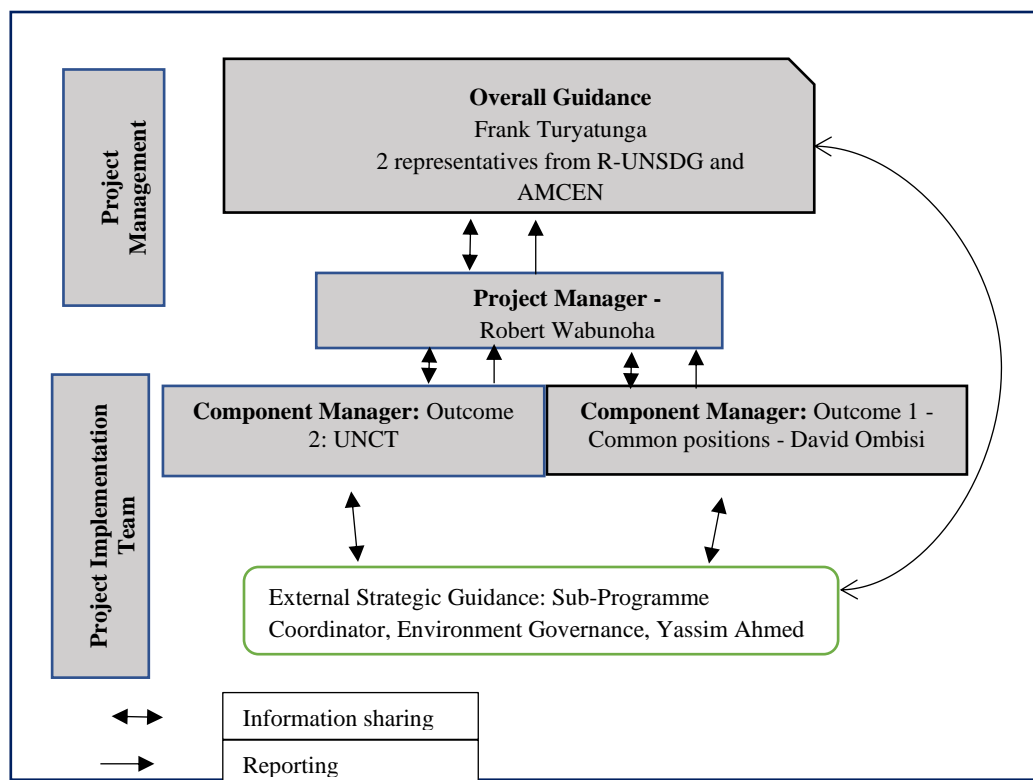


Figure 2: Project Governance Framework

Table 4: List of Donors to the Project

Funding by source (Life of project)	Donors	Planned funding –US\$	Secured funding – US\$	Expenditures US\$
Funds from the Environment Fund	Environment Fund	507,860.95	382,860.95	232,915.72
Extra-budgetary funding (listed per donor)				
Secured AMCEN Trust Fund (TF) (13% PSC inclusive)	AMCEN Members States	780,000	1,351,492.07	989,399.10
Secured African Development Bank (AFDB) Funds- COP 27 (13% Programme Support Cost – PSC - inclusive)	AFDB	0	56,500.00	56,500
Secured AFDB Funds- COP 28 (13% PSC inclusive)	AFDB	0	44,782.00	40,914.32
Secured African Climate Foundation (ACF) (13% PSC inclusive)	African Climate Foundation	0	530,000.00	386,748.99
Secured Germany - Federal Ministry for Environment, Nature Conservation and	Germany	1,040,548.00	1,050,907.91	1,050,907.91

Nuclear Safety (BMBU) (7% PSC inclusive)				
Secured European Union - (Science Advisory Group – SAG) (SAG) (7% PSC inclusive)	European Union	190,000.00	190,000.00	190,000.00
Secured Norway (8% PSC inclusive)	Norway	1,160,000.00	440,390.00	318,727.71
Secured Swedish International Development Agency (SIDA) Funds	Sweden	0	80,000.00	79,310.63
Evaluation Costs		0	20,000.00	22,000.00
China Trust Fund (13% PSC inclusive)	China	70,000.00	68,349.77	68,349.77
Unsecured XB Funding (13% PSC inclusive)		2,810,000.00	0	0
ASAL <sup>14</sup> - (UNICEF, UNESCO, UNDP) (13% PSC inclusive)	UNICEF, UNESCO and UNDP	154,088.00	154,088.00	150,505.49
Italian funds ARGeo (13% PSC inclusive)	Italy	0	353,773.58	17,606.87
UN Multi-Partner Trust Fund Office (MPTF) Rwanda - SDG (7% PSC inclusive)	UNDP	100,019.32	100,019.32	69,161.12
Ethiopia Land Degradation Neutrality (LDN) UNCCCD (7% PSC inclusive)	UNCCD	500,000.00	500,000.00	433,282.95
UNSDG-Mauritius and Seychelles (7% PSC inclusive)	UNDP	722,800.00	722,800.00	329,717.59
Ghana Okyeman Forest- UN Trust Fund for Human Security (7% PSC inclusive)	UNDP	139,207.00	139,207.00	26,573.67
2124G UNDA Funds	UNDA	0	549,000.00	523,034.15
Sub-total: Project Funding		8,174,523.27	6,734,170.60	4,985,655.99

#### IV. Theory of Change

25. The clarity of the TOC (Fig. 3) at design was one of the strong points of the project design. The TR finds that this TOC is still valid for the terminal review. However, the TOC diagram has been reconstructed (Fig. 4) to reflect recent changes to the TOC template<sup>15</sup>, which incorporates a goal statement, barriers and risks. The information on the goal, barriers and key assumptions has been derived from the TOC chapter of the Prodoc while the risks have been formulated based on experience with similar projects.
26. The goal statement for the refined TOC is that “if environmental considerations are integrated into regional, sub-regional and national policies and development processes, there would be an increase in capacities and financial resources for more coherent implementation of SDGs and Agenda 2063 in Africa, leading to more sustainable, resilient and carbon neutral development while simultaneously

<sup>14</sup> Arid and Semi-arid lands

<sup>15</sup> This matter was communicated to the TR consultant by a Manager of another programme, where she was requested to use the template in Figure 2.

halting, preventing and reversing degradation of Africa's natural capital, the bedrock of economic development and livelihoods". The TOC statement recognizes two important intermediate states statements: (a) increase in capacities and financial resources (effort) for more coherent implementation of policies, including in catalytic areas of food security, towards actualising the SDGs and Agenda 2063 in Africa; (b) development becomes more sustainable and resilient, with a lower carbon footprint. However, these events are long-term and would not be monitored via indicators by a 2 to 3 year project. It is for this reason that the TOC at design is deemed appropriate for the TR. While the two outcomes, four outputs and the activities remain the same, the refined TOC recognizes the 7 sub-programmes and special initiatives in Africa as strong drivers to the achievement of the project objectives and delivery of results. This project is an umbrella project whose results were achieved, including through many project actions implemented through the 7 sub-programmes. This is in addition to recognition of UNEP as the custodian of the environmental dimension of the SDGs, already stated in the original TOC.

27. Furthermore, the refined TOC identified three interrelated barriers described in the context analysis of the Prodoc:
  - Regional, sub-regional & national policy frameworks that discourage coherent integration of environment into SDGs.
  - National governments, Regional and National agents of development have inadequate technical capacities, hence ineffectively integrate environment into SDGs.
  - Inadequate resources for implementation of SDGs and Agenda 2063 Programmes.
  
28. The refined TOC also identifies four interrelated risks to project implementation and achievement of results and impacts.
  - Political conflicts may cause delays in implementation or indeed total withdrawal of project activities in conflict prone countries.
  - The slow pace of policy reforms and policy uptake once they are enacted at national levels may reduce the effectiveness and sustainability of results.
  - Climate change may accelerate beyond IPCC projections, increasing impacts of climate hazards, rendering project results ineffective.
  - Despite the project gender score of 2a, cultural practices may reduce the equitable access to project benefits in some countries.
  
29. Finally, the refined TOC expands on the assumptions identified in the original TOC, as below.
  - Governments take action in implementing the environmental commitments of SDGs
  - Current political willingness in institutions for coherent delivery of SDGs remains constant
  - Political willingness and capacities present for collaboration among many organisations and agencies remain constant
  
30. The refined TOC does not include new activities or indicators, hence it is not used for the TR. Rather, it is included here for completeness of the original TOC, to update the TOC to the latest template and to demonstrate lessons in TOC formulation.

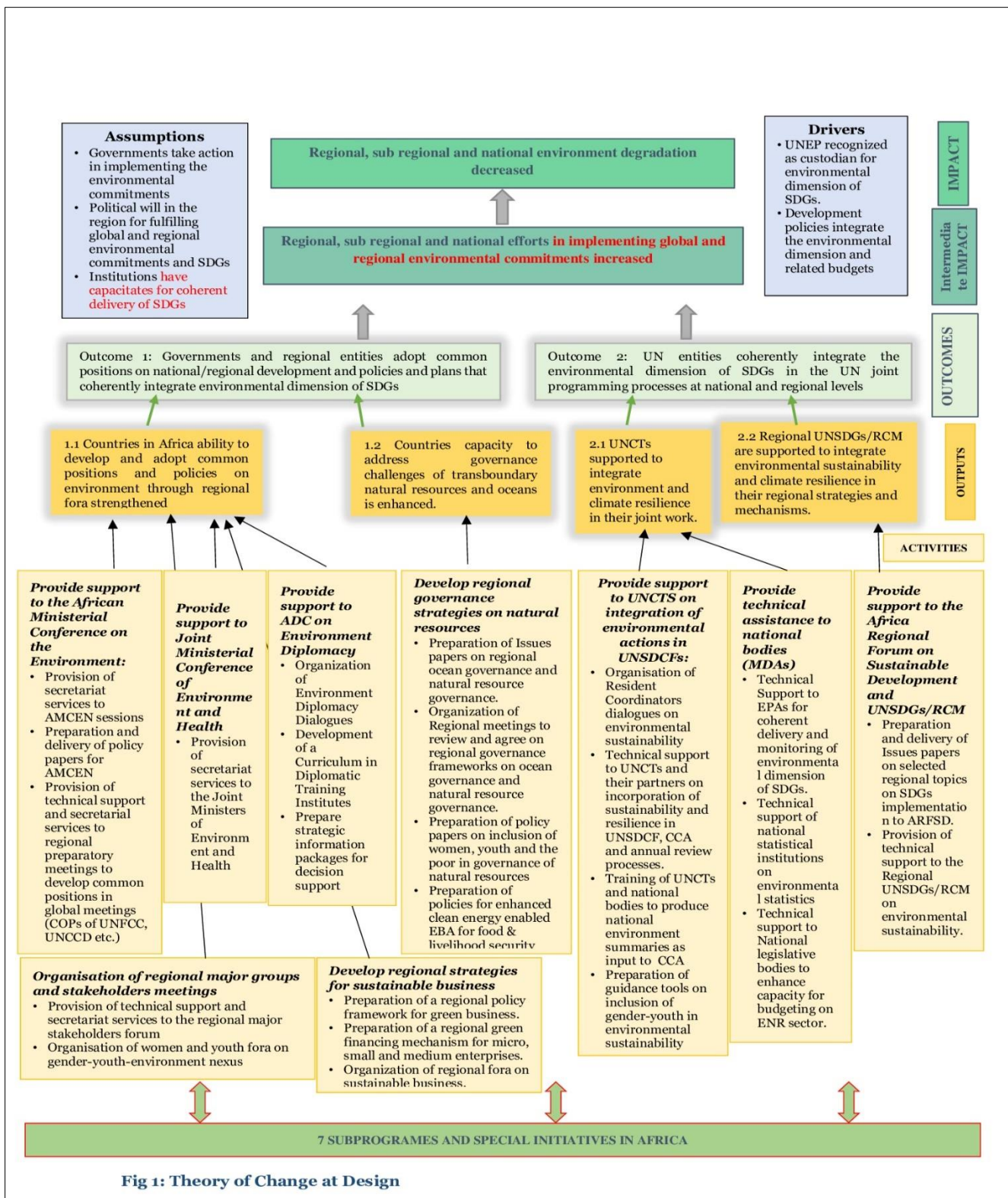


Fig 1: Theory of Change at Design

Figure 3: Theory of change at project design

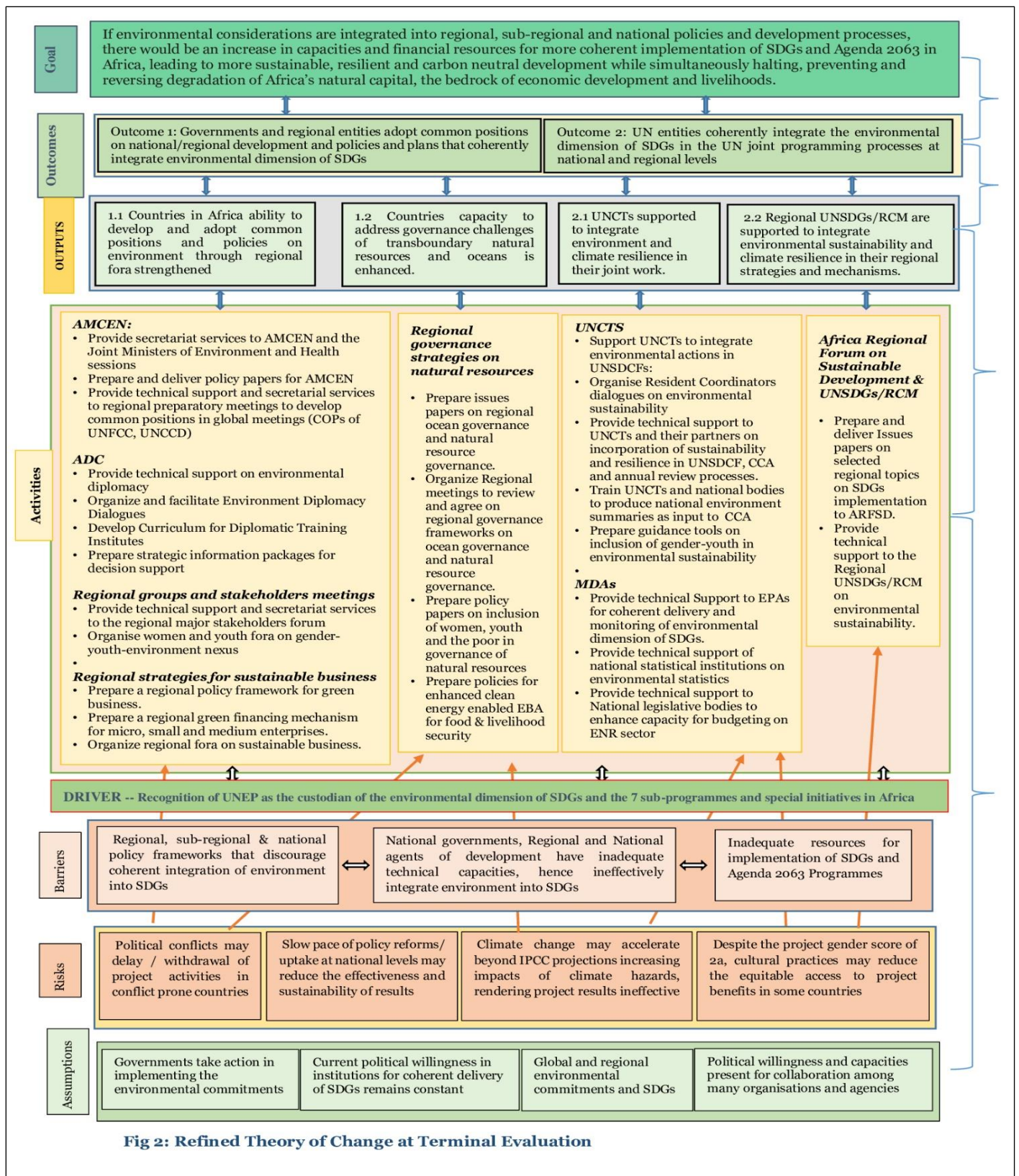


Figure 4: Refined Theory of Change at Terminal Review



## V. Review Findings

### A. Strategic Relevance

31. The overall rating on strategic “Highly Relevant”.

Criteria	Rating
1. Alignment to UNEP’s MTS, POW and strategic priorities	Highly relevant
2. Alignment to Donor/Partner strategic priorities	Relevant
3. Relevance to regional, sub-regional and national environmental priorities	Highly relevant
4. Complementarity/Coherence with relevant existing interventions	Highly relevant
Overall rating	Highly relevant

### Alignment to UNEP’s MTS, POW and strategic priorities

#### HIGHLY RELEVANT

32. The project is highly relevant to UNEP’s Programme’s of Work (PoW) for the biennium 2020–2021 and 2022, as clearly detailed in Table 1. The project focused on three streams of work, namely: i) integration of environmental sustainability and resilience into policies, plans and programmes that delivers the SDGs; ii) the organisation and facilitation of regional ministerial fora and other frameworks to develop action plans/ strategies/ policies/ programmes on key region-specific environment and sustainable development priorities that catalyses the delivery of the SDGs; iii) UN agencies, UN Country Teams and, the Regional UN Development Group (UNDG) and other partners mainstream environmental sustainability and resilience in their work on SDGs, including by leveraging coherent policy implementation in key SDGs areas like ecosystem-based adaptation-driven agriculture with clean energy towards food and livelihood security as catalytic to unlock multiple SDGs. These objectives and the project outcomes and outputs directly address UNEP’s mandate within the UN organization – that of leading and coordinating action on environmental matters within the United Nations system, where it is tasked to spearhead environmental governance in all international, regional and national entities, to support countries to implement, among others, the environmental dimension of the 2030 Agenda, the resolutions of the United Nations Environment Assembly, as well as internationally agreed global environmental goals.
33. The original project was designed under the 2020-2021 PoW where it contributed to several indicators of Sub-programme 4: Environmental Governance. Following the second approved extension (2022-2023), the project was updated to reflect its contributions to the PoW 2022-2023, where it contributes to several indicators of the main programmes on Climate Action, Nature Action, Chemicals and Pollution Action as well as to the foundational programmes of Science-Policy and Environmental Governance.

### Alignment to Donor/Partner strategic priorities

#### RELEVANT

34. The project was in line with the strategic objectives of the many donors (Table 4) who provided financial resources precisely because the work of the project was in line with their own objectives. These funds were looking for partners to integrate environmental sustainability and resilience into national and regional policies and development processes, increasing the effort and coherence of the implementation of SDGs and Agenda 2063, leading to more sustainable, resilient and carbon neutral development while simultaneously halting,

preventing and reversing degradation of Africa's natural capital, the bedrock of economic development and livelihoods. Furthermore, the project was itself an example of the South-South Cooperation where countries and regional bodies were supported to systematically exchange expertise, experiences, best practices and knowledge regarding mainstreaming the environmental considerations into SDG and Agenda 2063 related programmes.

35. As explained in previous sections, this project was designed as a vehicle for UNEP to raise funds, internally and externally, and to increase resources available to mainstream environmental considerations into the SDGs and Agenda 2063 by UN the system, regional bodies and national governments. The project received funds from donors looking for avenues to direct funds into promoting the mainstreaming of environmental considerations into the SDGs and the AU's Agenda 2063. Table 4 lists all the donors to the project.

## Relevance to regional, sub-regional and national environmental priorities

### **HIGHLY RELEVANT**

36. The project recognized that whereas the primary responsibility of implementing the SDGs and Agenda 2063 lies with Member States, regional mechanisms such as regional ministerial fora on environment and other relevant platforms play a major role in catalysing and influencing global and national strategies and priorities such as those relating to the environmental dimension. It therefore targeted both regional, sub-regional and national entities with the responsibility for the implementation of SDG and Agenda 2063 related programmes, in support to their stated objectives of utilizing Africa's natural capital for sustainable development and poverty reduction, while preventing, halting and/or reverting its degradation.
37. Both outcomes 1 and 2 were geared to supporting national and regional processes (Outcome 1: Governments and regional entities adopt common positions on national/regional development and policies and plans that coherently integrate environmental dimension of SDGs; Outcome 2: UN entities coherently integrate the environmental dimension of SDGs in the UN joint programming processes at national and regional levels).
38. The project objective was in line with the AMCEN, which sets the environmental agenda in Africa, and plays a strong advocacy role on environmental sustainability and matters related to environmental management and protection. The project objectives were also in line with the strategic objective of all regional economic communities, whose major priority is to provide platforms for regional approaches for policy harmonization. The key RECs engaged by the project are; Arab Maghreb Union, Community of Sahel-Saharan States, Common Market for Eastern and Southern Africa, Economic Community of Central African States, Economic Community of West African States, Inter-Governmental Authority on Development, East African Community and Southern African Development Community, the Central African Economic and Monetary Community, the Economic Community of the Great Lake Countries, the Indian Ocean Commission, the Mano River Union and the West African Economic and Monetary Union.

## Complementarity/Coherence with relevant existing interventions

### **RELEVANT**

39. The project design was built on the progress achieved via four previous projects implemented by UNEP in Africa, namely: 431.1 - Integrating environmental sustainability in the UN

Development Cooperation Frameworks and UN common country programming processes; 433.1 - Support to regional and sub-regional ministerial forums for policy exchange and priority setting on key environmental issues; 432.2 - Integrated Approach for Environmental Sustainability in Development Planning; and 4c-p3 - Institutional arrangements for shared natural resources and transboundary environmental issues (TIMS) and 716.1 Capacity building for regional and national environment information networks for decision support. The project objective also aligned with that of the UNDA project “2124G Supporting coherent policy implementation to catalyze food and livelihood security in Africa”, – which innovatively supported countries to coherently implement policies in key SDGs sectors of EBA-driven agriculture with clean energy towards enhancing food and livelihood security as a catalytic area to unlock multiple SDGs.

40. Furthermore, the project objectives were in line with the strategic objective of mainstreaming climate considerations in the implementation of programmes related to important regional Multilateral Environmental Agreements, namely: the 2003 Maputo convention on environment and natural resources, the 1991 African Economic Community Treaty (Abuja Treaty), the 1991 Bamako Convention on the Ban of the Import into Africa and the Control of Transboundary Movement and Management of Hazardous Wastes (Bamako Convention), Lusaka Agreement on Co-operative Enforcement Operations Directed at Illegal Trade in Wild Fauna and Flora, the 2016 African Union Charter on Maritime Security, Safety and Development (Lome Charter).

## B. Quality of Project Design

### SATISFACTORY

41. The overall score on quality of project design is “Satisfactory”, with a total weighted score of 4.8 (Table 5 and Annex D of the project inception report).

Section	Rating <sup>16</sup> & weighted score in () <sup>17</sup>
Operating Context	5 (2)
Project Preparation	5 (6)
Strategic Relevance	6 (4.8)
Intended Results & Causality	5 (8)
LogFrame and M&E	4 (3.2)
Governance & Supervision Arrangements	3 (1.2)
Partnerships	5 (4)
Learning, Communication/Outreach	4 (1.6)
Financial Planning / Budgeting	5 (2)
Efficiency	6 (4.8)

<sup>16</sup> On a scale of 1-6 where: 1 is Highly Unsatisfactory; 2 is Unsatisfactory; 3 is Moderately Unsatisfactory; 4 is Moderately Satisfactory; 5 is Satisfactory; and 6 is Highly Satisfactory.

<sup>17</sup> On a scale of 1-6 where: <1.83 is Highly Unsatisfactory; 1.84 – 2.66 is Unsatisfactory; 2.7 – 3.5 is Moderately Unsatisfactory; 3.6 – 4.33 is Moderately Satisfactory; 4.34 – 5.16 is Satisfactory; and >5.16 is Highly Satisfactory

Risk identification and Social Safeguards	3 (2.4)
Sustainability, Replication and Catalytic Effects	5 (6)
Identified Project Design Weaknesses/Gaps	5 (2)
<b>Total and weighted scores</b>	<b>48 (4.8)</b>

*Table 5: Summary of Project Design Quality*

### Strengths of the Project Design

42. Comprehensive analysis of the context, setting up a strong basis for the problem tree and theory of change: the Prodoc presents a coherent, gender responsive analysis of the critical role of Africa's natural resources in the livelihoods and economic development for the majority of the continent's populations, including the attainment of Sustainable Development Goals (SDGs). It identifies enabling policies as the greatest driver of sustainable change with the potential of unlocking resources to achieve and sustain development aspirations (outlined in the SDGs and Agenda 2063) equitably shared by all relevant social groups, while simultaneously avoiding, halting and/or restoring the natural capital. It also highlights how the project actions will contribute to realization of project objectives. For example, it notes leveraging SDG sectors like EBA-driven agriculture with clean energy to enhance food and livelihood security as catalytic to realization of multiple SDGs, and hence the need for coherent policy implementation to unlock this enabler.
43. **TOC:** The TOC clearly explains the causal pathways, building on the objectives tree, presenting clear and realistic intervention logic on how outputs would be delivered, and how the outputs would contribute to higher results and impacts, including contribution to the Program of Work (2022-2023). The drivers and assumptions are realistic and well described.
44. **Integration into existing programmes:** Project implementation was integrated into the existing programs of the implementing partners<sup>18</sup>, leveraging the different project actions implemented under the 7 sub-programmes among others to build on the mandates and roles of each partner and their existing capacities, yet the roles and responsibilities of external partners was properly specified and appropriate to their capacities. This implementation arrangement embedded strategic relevance of the project to all relevant stakeholders' programmes and relevant regional policies and strategies. It also embedded efficiency, sustainability, replication and catalytic action, and served as an exit strategy. Furthermore, the project was designed as a fund-raising facility: although only 35% of the US\$ 9,236,398 budget was secured at the start of implementation, the appropriateness of the strategy is reflected in the fact that the project mobilized a total of US\$ 10,593,070.60.

### Weaknesses

<sup>18</sup> The project partners were the UN Economic Commission for Africa, United Nations Sustainable Development Group (Africa region), African Union Commission, Africa Development Bank, Africa Ministerial Conference on Environment, Health and Environment Inter-Ministerial Conference, United Nations Country Teams, Regional Economic Communities, Secretariats of Environmental Conventions and the Sustainable Development Goals Center for Africa.

45. Project weaknesses include a weak analysis of risks to the implementation and delivery of outputs and outcomes leading to an incomplete logical framework (lacks the section on risk to project implementation and delivery of outputs and outcomes). The knowledge management (KM) system is not well elaborated; and the project had no Steering Committee (which would include members external to the UN system). The role of the PSC was delegated to a Project Management Team (PMT) consisting of members involved in project implementation. These weaknesses did not, however, affect the delivery of outputs, nor the probability of outcomes, likelihood of impacts and sustainability. This is probably due to the fact that the project was managed by the UNEP Africa Regional Office, whose inherent capacities and robust project management systems adequately compensated for the few design weaknesses, allowing the project to deliver effectively and efficiently.

### C. Nature of the external context

#### *MODERATELY FAVOURABLE*

46. The Tigray conflict (Ethiopia and Eritrea) started in late 2020 and although peaceful, Somalia’s internal conflict with Alshabab continues to be a factor delaying full scale operations of the UN system within the country. Indeed, by 2022, the project recognized the challenge to implementation caused by instability of some of the countries involved, particularly in Ethiopia and Eritrea. Indeed, the first risk in the project risk matrix was the likelihood of changes in government impacting on national, regional or international activities under implementation. The importance of this is that project implementation, and sustainability, is dependent on national governments mainstreaming environment considerations in the implementation of programmes of SDG.
47. Project design also recognized the likelihood of climate hazards such as droughts, floods, cyclones as likely causes of delayed project implementation – due to attention being diverted from programming to disaster relief. However, it did not mention the likelihood of Corona and the Covid-19 pandemic, which caused considerable disruption to implementation, necessitating a no cost extension.

### D. Effectiveness

#### *SATISFACTORY*

48. The overall rating for effectiveness is “Satisfactory”, as shown in the table below.

Criteria	Rating
Availability of outputs	S
Availability of outcomes	S
Likelihood of impacts	Likely

#### Availability of outputs

#### *SATISFACTORY*

49. The project delivered all planned outputs except a final regional strategy for governance of African oceans. The project delivered a ready draft of the strategy but the final stages of approval are the responsibility of IGAD, with the project support. This output will be delivered in the follow up project being designed to continue the mainstreaming of environmental

sustainability into development policies and processes to improve the coherence of SDG implementation.

50. The project had four outputs and six indicators and is rated highly satisfactory (Table 6 and detailed below).

*Table 6: Summary ratings on availability of outputs*

Outputs	Output indicators	Combined targets	Delivered	Rating
Output 1.1: Countries in Africa ability to develop and adopt common positions and policies on environment through regional fora strengthened	Number of regional fora with common position outcomes that integrate environmental and sustainable development drafted.	24	28	HS
	Number of regional strategies or plans on environment prepared and disseminated to the target audience			
Output 1.2: Countries capacity to address governance challenges of transboundary natural resources and oceans is enhanced	Number of regional strategies prepared on natural resources and marine litter and ocean governance produced and disseminated.	3	2.5	MS
Output 2.1: UNCTs supported to integrate environment and climate resilience in their joint work.	Number of cooperation frameworks, annual reports/reviews and CCAs integrating environment, natural resource sustainability and climate resilience.	40	60	HS
	Number of responses to UNCT requests for the integration of environmental sustainability and resilience in country frameworks			
Output 2.2: Regional SDGs/RCM are supported to integrate environmental sustainability and climate resilience in their regional strategies and mechanisms	Number of regional and national work plans and strategies incorporating environment and climate resilience.	3	3	HS

***Output 1.1: Countries in Africa ability to develop and adopt common positions and policies on environment through regional fora strengthened***

51. Under output 1.1, the project aimed to mainstream environmental considerations into Africa-level regional development processes by strengthening countries' capacities to develop and ensure adoption of common positions and policies on environment. The support was to be delivered via technical support to the Africa Ministerial Conference on Environment (AMCEN) and Ministerial Conference of Environment and Health (MCEH), the African Diplomatic Corp

and civil society; as well as by development of regional strategies for sustainable business. The output had two indicators.

52. Under the first indicator, the project provided technical support to 27 regional fora (e.g. AMCEN, Conference of Parties meetings) at which numerous common position outcomes were adopted that integrate environmental and sustainable development, surpassing its set target. The project amplified the “voice” of African countries on matters environment with the consequent stronger ability to take regional environmental priorities to global attention to influence key global environmental and sustainable development processes while simultaneously bringing global issues to the attention of the region. It developed three policy briefs outlining the key aspects necessary to promote inclusive and beneficial youth and gender engagement in sustainable Natural Resource Governance, in the context of climate change. It also developed guidelines on incorporation of environmental sustainability, resilience and climate action in the voluntary national reviews (VNRs) of the 2030 Agenda for Sustainable Development.
53. The SDGS project, in partnership with others, actively participated in organization of AMCEN meetings and preparatory meetings to develop Africa’s common positions on global environmental processes, outlined below.
- Ten preparatory meetings for the Africa Group of Negotiators and National Focal Points on the three core Conventions (UNFCCC, UNCBD and UNCCD), preparing the negotiators and agreeing on Africa’s common position at ten global events, namely: (i) Climate change issues debated at the UNFCCC COPs 26 (2021) and 27 (2022). (ii) Biodiversity conservation and sustainable development issues discussed in the UN Convention on Biodiversity Conservation (CBD) COP 15 held in 2022. (iii) Sustainable land management and desertification issues debated at the United Nations Convention to Combat Desertification COPs 15 (2022) and 16 (Jan 2024).
  - **Five AMCEN meetings** (8<sup>th</sup> Special Session, December 2020; First part of the 18th Special Session, online in September 2021; 9<sup>th</sup> Special Session in February 2022; Resumed 18th session, in person, in September 2022; 19<sup>th</sup> session in August 2023. AMCEN meetings involve many preparatory meetings, including those of the Africa Group of Negotiators and National Focal Points of the three key Conventions (UNFCCC, UNCBD and UNCCD) briefing Ministers on agreed common positions before each of the Conference of Parties meeting. **Five COP meetings** were held during the project duration (two of the UNFCCC, two of the UNCCD and one of the UNCBD).
  - **Two preparatory meetings for the United Nations Environment Assembly** (UNEA 5.1 and 5.2); the first part of UNEA 5 was held on line in February 2021, followed by an in person meeting in March 2022. UNEA 2 was followed by Special Session of the UNEA devoted to the commemoration of the 50th anniversary of UNEP.
  - With the support of the project, the Economic Commission for Africa (ECA), together with the Government of Rwanda<sup>19</sup>, AMCEN and the Conference of African Ministers of Finance, Planning and Economic Development organized a meeting in Rwanda where they made the case that sustainable management of environment and natural resources contribute to achievement of priority development objectives in Africa. They demonstrated how

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<sup>19</sup> In collaboration with the African Union Commission, the African Development Bank and entities of the United Nations system

Government's fiscal position can be improved through more sustainable management of environment and natural resources<sup>20</sup>.

- To promote active participation of civil society organisations and other stakeholders in decision making in regional ministerial fora, the project held an outreach webinar on 9 June 2021 under the auspices of World Environment Day to brief UN Agencies, Governments, Youth, Private Sector, Faith Based organizations on the policy briefs on ecosystem restoration and youth engagement.
- **Developed a strategy informed by a policy paper** to facilitate the Inter-Ministerial Conference of Environment and Health to accelerate the implementation of the 2008 Libreville Declaration on Health and Environment. In addition to preparing policy papers to inform the African countries' delegates to these global and regional meetings, the project facilitated review of the decisions and commitments made at each of the COPs and AMCEN meetings, identifying and sharing the lessons and best practices widely<sup>21</sup>.
- The project **produced a draft curriculum and used it to train diplomats from 22 countries**<sup>22</sup> on environmental diplomacy to facilitate delivery of the environmental dimension of SDGs. The objective of the training was to improve negotiations at bilateral and multilateral levels in an effort to raise the African voice in regional and global levels - on sustainable management of the environment and the achievement of SDGs and Agenda 2063, especially at the UNEA

54. Under the second indicator, the project delivered three papers and hosted two workshops to discuss the regional strategy on marine litter and ocean governance. The strategy has not yet been finalized, due to administrative delays outside the project control. However, AMCEN, with the support of the project played a major role in the adoption of the resolution '**End plastic pollution: Towards an international legally binding instrument**' by UNEA 5.2. The project is therefore rated Satisfactory on this indicator.

### ***Outputs under Outcome 2: UN entities coherently integrate the environmental dimension of SDGs in the UN joint programming processes at national and regional levels.***

55. The objective of this outcome was to strengthen the integration of environmental dimension in United Nations Country Teams (UNCT) work and in national development strategies and plans. The project aimed to enhance UNEP's contribution to UNCT Sustainable Development Cooperation Framework (cooperation frameworks) and UN Regional Frameworks and mechanisms (Regional - United Nations Sustainable Development Groups - R-UNSDGS) to ensure full alignment with countries' needs and priorities and compatibility with the ongoing UN reforms.

#### ***Output 2.1: UNCTs supported to integrate environment and climate resilience in their joint work.***

56. Support to integrate environment and climate resilience in the UNCTs' joint work was delivered via: (i) organization of Resident Coordinators Dialogues; (ii) provision of technical support to UNCTs and their partners on incorporation of sustainability and resilience in cooperation frameworks, Common Country Assessments (CCAs) and annual review

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<sup>20</sup> Economic Commission for Africa. Africa Regional Forum on Sustainable Development, Eighth session Kigali (hybrid), 3-5 March 2022

<sup>21</sup> Example of the synthesis of the outcomes of CBD CoP 15

<sup>22</sup> Algeria, Botswana, Cameroon, Central African Republic, Djibouti, Egypt, Eritrea, Ghana, Kenya, Libya, Malawi, Morocco, Mozambique, Nigeria, Senegal, Sierra Leon, Somalia, South Sudan, Tanzania, Uganda, Zambia, Zimbabwe.



processes; (iii) sharing of lessons on national level policy instruments that coherently operationalize existing policies to enhance SDG catalytic areas like EBA-driven agriculture and clean energy, (iv) sharing of lessons on the convening of policy stakeholders for collaborative action in bridging sectoral silos towards implementing policies in SDG catalytic areas like EBA-driven agriculture and clean energy, and (iv) Provision of technical support to national statistical institutions on environment statistics.

57. The output was monitored via two indicators: (i) Number of cooperation frameworks, annual reports/reviews and CCAs integrating environment, natural resource sustainability and climate resilience; (ii) Number of responses to UNCT requests for the integration of environmental sustainability and resilience in country frameworks. Majority of the activities under this output were undertaken in response to requests from UNCTs to UNEP (and therefore the project) to support country level efforts in the integration of environmental sustainability and resilience in country frameworks. The achievements under the two indicators are therefore discussed jointly. The project surpassed the target, hence rated highly satisfactory. The outputs delivered are briefly described below.

Indicator 2.1.1 and 2.1.2:	Target	Delivered	Rating
	40	60	HS

58. The project delivered **guidelines for UNCT to conduct data-informed National Environment Summaries**, disseminated to UNCT teams in 33 countries. A UNCT Focal Point system was established and operationalized to leverage UNEP’s non-resident status at country level. **A platform was established** to provide a forum for interactions among the heads of Environment Protection Agencies and Directors of Environment across the Africa region. Common Country Analyses (CCA) of 23 countries<sup>23</sup> have stronger integration of environmental considerations, using the lens of climate change, biodiversity loss and pollution.
59. Policy actors from different sectors were convened and guided to take up empirical data on the impacts of EBA-driven agriculture with clean energy to inform policy instruments that enhance coherent implementation of their respective policies towards enhancing food and livelihood security as catalytic to the realization of multiple SDGs. Accordingly, national food standards, academic curriculum, climate finance strategy, and Sustainable Budgeting Policy position paper were the key policy instruments that were informed. Lessons in developing these instruments were shared with UNCTs.
60. **Partnerships for EBAFOSA Policy Frameworks were mobilized and empowered in three countries: Nigeria, Uganda and Cameroon.** EBAFOSA frameworks brought together policy-level actors as well as UN country teams, whose decisions are critical for long-term sustainability and replication and expansion of project products. Accordingly, this project anchored EBA and clean energy applications for food and livelihood security as critical enablers to the realization of multiple SDGs in some of the most prioritized policy instruments in economies. Furthermore, capacity for climate smart agriculture was boosted in three countries; Tanzania, Ethiopia and Kenya. Access to renewable energy technologies for lighting and cooking was also boosted in three countries (Mozambique, Malawi and South Africa).

<sup>23</sup> Algeria, Benin, Burkina Faso, Cameroon, Cape Verde, Djibouti, Lesotho, Madagascar, Mauritius, Namibia, Niger, Rwanda, Seychelles, Namibia, Niger, Rwanda, Sao Tome and Principe, Egypt, Uganda, Tanzania, Eswatini, Lesotho, Namibia

**Output 2.2 Regional UN Issues and Opportunities based Coalition are supported to integrate environmental sustainability and climate resilience in their regional strategies and mechanisms.**

61. Under this output, the project intended to integrate environmental sustainability and climate resilience into regional strategies and mechanisms via two pathways, monitored via one indicator:

- i) Provide support to the Africa Regional Forum on Sustainable Development and Regional Coordination Mechanism, which is an intergovernmental and multi-stakeholder platform that reviews progress towards the achievement of the SDGs. The Mechanism identifies and shares experiences, lessons and key messages to build consensus on recommendations.
- ii) Provide technical and strategic support to the Africa Regional United Nations SDGs forum and the UNIssues and Opportunities based Coalition (IOBC).

62. Under output 2.2, the project fully met the target and is rated highly satisfactory. It ensured that **four annual workplans of the Opportunity Issue Based Coalitions (OIBC, 2020 - 2023)** have effectively integrate environmental sustainability and climate resilience (UNEP as the Chair of OIBC4 coordinated the development of flagship programmes for 2023); it developed a draft cooperation framework for strengthening regional forest governance of the Mayombe Transboundary Forest; and, it developed a draft proposal for improved IGAD Region transboundary groundwater resources management. It produced and disseminated good practices in climate action from across Africa, developed a UNCT Malawi Common Agenda for Climate Action and established a platform on environmental data and statistics. It trained representatives of eight countries on leveraging national enablers of effective development cooperation, especially National Development Cooperation Policies (NDCPs), to enhance support by development partners for climate adaptation needs. It also established a regional expert’s network to keep these experts exchanging experiences.

Indicator 2.2.1	Target	Delivered	Rating
	3	3	HS

**Achievement of outcomes**

**SATISFACTORY**

63. The overall rating on achievement of outcomes is highly satisfactory (Table 7). Collectively, the project has delivered the outcomes that are the most important to attain intermediate states. It has increased the capacity of African countries for the effective adoption of regional policies and strategies integrating environmental sustainability and resilience into development policies and processes, increasing the effectiveness of these policies to catalyze the achievement of SDGs and Agenda 2063. Furthermore, the assumptions for progress from project outputs to project outcome hold, and the drivers to support transition from outputs to project outcome are in place.

*Table 7: Summary scores for the project outcome indicators*

Indicator	Target	Delivered	Rating
Indicator 1 of outcome 1: Number of common positions adopted by governments and regional entities that integrate environmental sustainability emerging from UNEP policy advice	5	10	HS

Indicator 2 of outcome 1: Number of national and regional plans or policies adopted by the governments and regional entities emerging from UNEP policy advice that address governance challenges of transboundary natural resources and oceans is enhanced	3	2.8	S
Indicator for outcome 2: Number of regional and national UN cooperation frameworks that mainstream environmental sustainability as a result of UNEP support	25	25	HS

**Outcome 1: Governments and regional entities adopt common positions on national/regional development and policies and plans that coherently integrate environmental dimension of SDGs**

64. Under this outcome, the project and its partners contributed greatly to amplifying the “voice” of African countries on matters environment with the consequent stronger ability to take regional environmental priorities to global attention to influence key global environmental and sustainable development processes while simultaneously bringing global issues to the attention of the region.

Indicator 1	Baseline	Target	Delivered	Rating
Number of common positions adopted by governments and regional entities that integrate environmental sustainability emerging from UNEP policy advice	3	5 New	10	HS

65. The project design did not specify the five target common positions it expected to be adopted by governments and regional entities: this means that it can count all the common positions adopted by the five AMCEN and UNEA 5 meetings and the numerous AMCEN-related preparation meetings; and, all the common positions adopted by the African delegations to the five COP meetings to which it prepared the ANG groups and facilitated (with project partners) the adoption of common positions for Africa. This is in line with one of AMCEN’s objectives - developing common positions to guide African representatives in negotiations for legally binding international environmental agreements.

66. The theme of the 8th Special Session of AMCEN was enhancing environmental action for effective post-COVID recovery in Africa. By adopting the theme, AMCEN agreed to the call for increased environmental action to protect and restore the environment, contribute towards building back different and better, to increase resilience to future crises, and steer the continent on a more sustainable path. They also agreed that recovery efforts gave the countries the opportunity to make much-needed environmental improvements an integral part of the economic recovery. The special session also approved Africa’s common approach for engagement in UNEA 5 and Africa’s common positions on the UNCBD-COP15 and UNFCCC-COP26 (both held in 2021). The 8th Special Session alone generated 13 ministerial statements on enhancing environmental action for effective post-COVID-19 recovery in Africa and 11 key policy statements on the development of the green stimulus programme for Africa<sup>24</sup>.

<sup>24</sup> All reports of the AMCEN meetings are found here <https://www.unep.org/regions/africa/african-ministerial-conference-environment/amcen-past-sessions>

67. The 18th Session of AMCEN was held in two events due to COVID travel restrictions. The theme of the first session (online, September 2021) was “Securing people’s well-being and ensuring environmental sustainability in Africa”. The ministers of environment agreed to step-up Africa’s response to accelerate the green and sustainable recovery programme to tackle the triple crisis of climate change, loss of biodiversity, and pollution. The ministers re-affirmed their commitment and efforts to recover from the impacts of the Covid-19 pandemic by prioritizing green and sustainable recovery measures that can deliver mutual benefits for social, economic, and environmental resilience. This session generated eleven further policy messages on enhancing environmental action for effective post-COVID-19 recovery in Africa and twelve policy messages on UNEA 5 and the commemoration of the fiftieth anniversary of the UNEP
68. The theme of the second part of the 18th session of AMCEN was “Securing people’s well-being and ensuring environmental sustainability in Africa”. The ministers of environment adopted a series of decisions to tackle climate change, loss of nature, pollution and waste, including the elimination of open dumping and burning of waste. The ministers also made a decision to make AMCEN stronger and more effective, including through strengthening collaboration with Ministers of finance and economic planning as well as strengthening the role of Environment Protection Agencies. A sample of the many decisions adopted include: decision 18/1, an omnibus decision on enhancing the role of the African Ministerial Conference on the Environment; decision 18/2, on Africa’s participation in the development of an international legally binding instrument on plastic pollution, including in the marine environment; decision 18/3, on biodiversity, wildlife and desertification; and decision 18/4, on climate change. The ministers also adopted the Dakar Declaration on securing people’s well-being and ensuring environmental sustainability in Africa. The meeting endorsed the Africa group common positions and key messages for the resumed CBD-COP15, UNFCCC-COP27 and for negotiations for the development of the international legally binding instrument on plastic pollution.
69. The theme of the 19<sup>th</sup> Session of AMCEN was “Seizing opportunities and enhancing collaboration to address environmental challenges in Africa”. This entails strengthening the role of institutions that support implementation of regional and global outcomes, as AMCEN implements a new policy direction that increases effort towards implementation of its decisions<sup>25</sup>. In line with its objectives, this session of AMCEN served as a platform for delegates to provide policy guidance for the effective participation of Africa in key global environmental events, including the UN Climate Change Conference ([UNFCCC COP 28](#)) and the [Africa Climate Summit](#), the sixth session of the UN Environment Assembly ([UNEA-6](#)), the intergovernmental process to develop an international legally binding instrument on plastic pollution, and the 16th session of the UN Convention to Combat Desertification ([UNCCD COP 16](#)). It also provided a platform for discussing Africa’s response to implementing the [Kunming-Montreal Global Biodiversity Framework](#) (GBF), adopted at the UN Biodiversity Conference ([CBD COP 15](#)). During this session, AMCEN agreed on an outline position for the UNFCCC COP 28, on the issue of solar radiation management (SRM). It called for a global governance mechanism for non-use; whilst cautioning against the promotion of carbon dioxide removal (CDR) in light of a limited understanding of the risks (Decision 13). Decision 14 called for a global governance mechanism on the risk mitigation and use of technological solutions for emission removals and to urge the consideration of the varying technological

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<sup>25</sup> <https://www.unep.org/events/unep-event/nineteenth-ordinary-session-african-ministerial-conference-environment-amcen>

advancement between countries during the development and deployment of such technologies’.

70. The UNFCCC COP 27 reached an agreement to establish the loss and damage fund to assist developing countries that are particularly vulnerable to the adverse effects of climate change in responding to economic and non-economic loss and damage associated with the adverse effects of climate change, including extreme weather events and slow onset events. The structure and functioning of the fund was further outlined by UNFCCC COP 28 (2022)<sup>26</sup> and it is reported to have received pledges for USD 700 million by end of December 2023<sup>27</sup>. COP 28 reached an agreement to “transition away from fossil fuels in energy systems, in a just, orderly and equitable manner, accelerating action in this critical decade, so as to achieve net zero by 2050 in keeping with the science”. According to UNEP<sup>28</sup>, although the statement did not include phasing out, it signals the “beginning of the end” of the fossil fuel era by laying the ground for a swift, just and equitable transition, underpinned by deep emissions cuts and scaled-up finance.
71. COP 28 also reached a decision on the world’s first ‘global stocktake’ to ratchet up climate action before the end of the decade – with the overarching aim to keep the global temperature limit of 1.5°C within reach. According to UNEP (ibid), the stocktake recognizes the science that indicates global greenhouse gas emissions need to be cut by 43% by 2030, compared to 2019 levels, to limit global warming to 1.5°C, noting that Parties are off track when it comes to meeting their Paris Agreement goals. Indeed, the global stocktake is considered the central outcome of COP28 – as it contains every element that was under negotiation and can now be used by countries to develop stronger climate action plans due by 2025<sup>29</sup>.
72. The key outcome of the CBD COP 15 was the adoption of the Kunming-Montreal Global Biodiversity Framework, which aims to address biodiversity loss, restore ecosystems and protect indigenous rights<sup>30</sup>. According to IUCN, the framework is equitable and comprehensive; it contains clear targets to address overexploitation, pollution, fragmentation and unsustainable agricultural practices. It also safeguards the rights of indigenous peoples and recognizes their contributions as stewards of nature. Indeed, the plan includes concrete measures to halt and reverse nature loss, including putting 30 per cent of the planet and 30 per cent of degraded ecosystems under protection by 2030. It also calls for the reduction of harmful economic subsidies that undermine biodiversity conservation by at least US\$ 500 billion and an increase in biodiversity finance by at least US\$ 200 billion from all sources, including international, domestic, public and private, by 2030 (Text Box 1).
73. Held under theme of Land. Life. Legacy: From scarcity to prosperity, the **UNCCD COP 15 (2022) adopted** 38 decisions to improve drought resilience, reduce land degradation, invest in land restoration efforts, and improve synergies with the climate change and biodiversity conventions<sup>31</sup>, including agreement to:

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<sup>26</sup> [https://unfccc.int/sites/default/files/resource/cma2023\\_L17\\_adv.pdf](https://unfccc.int/sites/default/files/resource/cma2023_L17_adv.pdf)

<sup>27</sup> <https://pib.gov.in/PressReleaseIframePage.aspx?PRID=1987760>

<sup>28</sup> <https://unfccc.int/news/cop28-agreement-signals-beginning-of-the-end-of-the-fossil-fuel-era>

<sup>29</sup> <https://unfccc.int/news/cop28-agreement-signals-beginning-of-the-end-of-the-fossil-fuel-era>

<sup>30</sup> <https://iucn.org/iucn-statement/202212/iucn-welcomes-post-2020-global-biodiversity-framework-important-step-towards>

<sup>31</sup> COP 15 Decisions available here: <https://www.unccd.int/cop15/official-documents>

- accelerate the restoration of one billion hectares of degraded land by 2030 through improved data collection, monitoring, and reporting;
- boost drought resilience by improving a new partnership model for large-scale integrated landscape investment programmes;
- improve women's involvement in land management through ensuring secure land tenure and collecting gender-disaggregated data on the impacts of desertification, land degradation and drought;
- Strengthen the participation of civil society organizations and youth in the work and meetings of the UNCCD.

74. Under the second indicator, the project aimed to deliver four outcomes:

- Africa oceans governance strategy ready for submission to the relevant Africa Union bodies such as the STC and the Summit.
- Regional guide on developing legislation on marine litter adopted by AMCEN.
- Guidelines for the circular economy and green financing mechanism.
- Preparation of policy papers on inclusion of women, youth and the poor in governance of resource.

*Text Box 1: The Kunming-Montreal Global Biodiversity Framework's four overarching global goals*

- **GOAL A:** The integrity, connectivity and resilience of all ecosystems are maintained, enhanced, or restored, substantially increasing the area of natural ecosystems by 2050;
  - Human induced extinction of known threatened species is halted, and, by 2050, extinction rate and risk of all species are reduced tenfold, and the abundance of native wild species is increased to healthy and resilient levels;
  - The genetic diversity within populations of wild and domesticated species, is maintained, safeguarding their adaptive potential.
- **GOAL B:** Biodiversity is sustainably used and managed and nature's contributions to people, including ecosystem functions and services, are valued, maintained and enhanced, with those currently in decline being restored, supporting the achievement of sustainable development, for the benefit of present and future generations by 2050.
- **GOAL C:** The monetary and non-monetary benefits from the utilization of genetic resources, and digital sequence information on genetic resources, and of traditional knowledge associated with genetic resources, as applicable, are shared fairly and equitably, including, as appropriate with indigenous peoples and local communities, and substantially increased by 2050, while ensuring traditional knowledge associated with genetic resources is appropriately protected, thereby contributing to the conservation and sustainable use of biodiversity, in accordance with internationally agreed access and benefit-sharing instruments.
- **GOAL D:** Adequate means of implementation, including financial resources, capacity-building, technical and scientific cooperation, and access to and transfer of technology to fully implement the Kunming-Montreal global biodiversity framework are secured and equitably accessible to all Parties, especially developing countries, in particular the

least developed countries and small island developing States, as well as countries with economies in transition, progressively closing the biodiversity finance gap of \$700 billion per year, and aligning financial flows with the Kunming-Montreal Global Biodiversity Framework and the 2050 Vision for Biodiversity.

75. **Africa oceans governance strategy and regional guide on developing legislation on marine litter:** The formulation of an African strategy for ocean governance was kick started in November 2018 with a consultative workshop facilitated by UNEP and attended by 45 participants from African countries, international organizations, regional seas programmes, regional economic bodies and research institutes. The workshop identified elements to be included in an African strategy for ocean governance. The SDGS project build on this effort by hosting two follow up workshops in 2020 and 2021. The second consultative meeting (2020) discussed outstanding issues that were discussed in the first consultative meeting with regard to elements to be included in the strategy. The third consultative meeting (June 2021) reviewed the draft Africa Ocean governance strategy to provide inputs and comments. To inform these discussions, the project prepared: (i) issues paper on regional oceans and natural resource governance – to refine the draft common regional vision and framework for regional cooperation on collective approaches to harness Africa’s natural blue capital, reverse loss of environmental goods and services and identify pathways to strengthen their contribution to implementation of AU’s Agenda 2063, other regional strategies on oceans and SDGs implementation (Text Box 2); (ii) issues paper on governance of marine litter and ocean governance; (iii) policy paper on inclusion of women, youth and the poor in NRG. It also developed a regional guide on developing legislation on marine litter.
76. Although the regional strategy for the governance of Africa’s oceans is not yet finalized<sup>32</sup> AMCEN, with the support of the project and other partners, made great contribution to the landmark agreement on ending plastic pollution (including marine litter) in 2022. As reported by the Worldwide Fund for Nature<sup>33</sup>, the leadership of African governments, on a national level and collectively, contributed to the historic moment on 2 March 2022, at the resumed fifth session of the United Nations Environment Assembly (UNEA-5.2), when the UN Member States unanimously adopted the resolution ‘**End plastic pollution: Towards an international legally binding instrument**. The resolution requests the Executive Director to convene an intergovernmental negotiating committee to develop an international legally binding instrument on plastic pollution by the end of 2024. This was the culmination of decisions taken by the 2019, 2021 and 2022 Sessions of AMCEN meetings.
77. **Guidelines for accelerating the transition towards a circular economy in Africa:** The project produced the guidelines for accelerating the business case for the circular economy and established a common enabling environment across the continent (<https://wedocs.unep.org/handle/20.500.11822/40791>). The guidelines are based on an in-depth assessment of green financing mechanisms for micro small and medium enterprises (MSMEs) in Africa (<https://wedocs.unep.org/handle/20.500.11822/40763>) which provided detailed information on the demand for green finance, key trends in flows of green finance, and the challenges MSMEs face in accessing finance. They were developed in partnership

<sup>32</sup> Due to administrative hurdles beyond the control of the project

<sup>33</sup> <https://africa.panda.org/?40902/Cementing-Africas-leadership-in-the-fight-against-Plastic-Pollution-Climate-Change-and-Biodiversity-loss-as-AMCEN-resumes>

with the European Union and other regional and national partners collaborating on the implementation of the SWITCH Africa Green Programme<sup>34</sup>. These guidelines are important first steps towards development of a regional policy framework on green business and a regional green financing mechanism, which the project intended to achieve but did not.

78. Further work on the transition to circular economy was undertaken in Seychelles. The project developed a **comprehensive roadmap and action plan for transitioning to a circular economy in Seychelles**, addressing key areas such as policies, legal and regulatory frameworks, priority sectors, and regional integration. Additionally, a financing strategy was developed to support this transition. Efforts were made to enhance information, raise awareness, and build capacity in the circular economy, particularly focusing on micro, small, and medium-sized enterprises (MSMEs). Grants were awarded to MSMEs to catalyze investments in circular economy in Seychelles. This work was delivered under a partner project titled “Establishing enabling environment to promote sustainable Green and Blue Economy in Mauritius and Seychelles”, whose main objective was to catalyze private sector investments in renewable energy by providing financial mechanisms and critical market information. The development of the roadmap was based on gender responsive consultation and training of relevant stakeholders from the private sector, academia and policy makers engaged in the circularity, waste management and recycling sectors in Seychelles.
79. The project **developed three policy briefs** outlining the key aspects necessary to promote inclusive and beneficial youth and gender engagement in sustainable Natural Resource Governance, in the context of climate change, namely: (a) Ecosystems restoration, sustainable development goals and youth livelihoods; (b) Land restoration and African Youth; (c) Innovation and Indigenous Knowledge for sustainable ecosystems restoration. Development of these policy briefs involved many regional meetings.

*Text Box 2: Draft considerations for the Africa oceans governance strategy*

- Recognizing the strategy would not replace but strengthen existing efforts in the region, the proposed strategy should:
- Resolve the imperfect information concerning the monetary and non-monetary values of ocean’s biodiversity and ecosystems, which can distort trade, misguide investment and other policy decision-making.
- Strengthen the institutional capacities of States to accelerate the implementation of the following and other important policies and legislation and fast-track progress on SDGS 14.
- Accelerate access to sustainable financing. Notable financial mechanisms worth noting here are the special stimulus plan, facilitated by the ECA’s Liquidity and Sustainability Facility (LSF) proposal which can in particular mobilize private sector investment, and debt swap, green and blue bonds and carbon credit and trading.
- Strengthen the capacities of States to use efficiently the synergies between SDGS 14 and other key SDGs, mainly SDGS 13 (Climate action), SDGS 12 (Sustainable consumption and production).

<sup>34</sup> Switch Africa Programme supports participating countries in Africa to achieve sustainable development by engaging in the transition towards an "inclusive green economy which generates growth, creates jobs and reduces poverty".



- Strengthen the capacities of States to produce accurate and quality data and scientific and indigenous knowledge.
- Promote South-South cooperation including through the AfCFTA, in addition to the existing North-South cooperation
- Ensure that environmental sustainability is the bedrock of the draft African Strategy on Ocean Governance to increase the momentum on the implementation of the Africa Strategy on Blue Economy
- There should be engagement of the Regional Economic Communities (RECs) and inclusiveness of the different multi-stakeholders including the private sector, women and the youth in order to accelerate the achievement of Sustainable Development Goals 14 in realization of Agenda 2063: 'The Africa we want.'

**Outcome 2: UN entities coherently integrate the environmental dimension of SDGs in the UN joint programming processes at national and regional levels**

80. The outcome one was to be monitored via one indicator, below.

Indicator 1	Baseline	Target	Delivered	Rating
Number of regional and national UN cooperation frameworks that mainstream environmental sustainability as a result of UNEP support	10	25	25	HS

81. The SDGS project has strengthened the capacity of the regional UN teams (such as the Regional United Nations Sustainable Development Group) and national teams such as the UNCT and the UN Resident Coordinators Office to mainstream environment and climate resilience: consequently, numerous plans and strategies are well placed to effectively catalyze the achievement of Agenda 2063 and SDGs, particularly SDGs 6, 8, 12, 14, 15 and 17, on which UNEP reports. Although the project closure report states that the target (25) UN cooperation frameworks now mainstream environmental sustainability as a result of UNEP support, there is evident that the number is much higher, as outlined below.

82. **Guidelines for the UNCT** to conduct data-informed National Environment Summaries were produced and disseminated to all UNCT teams in 33 countries. The guidelines provide a reference point for all players<sup>35</sup> in the national environment situation analysis using the lenses of Sustainable Development Goals (SDGS) and the latest scientific evidence, data, and relevant analytics leading to the production of National Environment Summaries (NES). These guidelines ensure consistency and focus for different national teams preparing the national environmental summaries that feed into Common Country Analysis (CCA). They focus on, and are meant to streamline the presentation of data gathered, analyzed and interpreted at the sector level and integrated at the national level. They also harmonize writing styles and provide guidance on data collection and analysis - including satellite imagery, thus avoiding likely inconsistencies with illustrations and visualization, while also aiding streamlined reviewing process.

<sup>35</sup> Teams are drawn from the private sector, focal points collecting information, and the data working group compiling the Data/Indicator Matrix, the designers and publishers of the NESs.

83. The project developed guidelines on incorporation of environmental sustainability, resilience and climate action in the voluntary national reviews (VNRs) of the 2030 Agenda for Sustainable Development<sup>36</sup>, in a bid to enable countries to streamline the environmental dimension into each iteration of their VNRs. The VNRs are undertaken by each country as part of the follow-up and review mechanisms of the Agenda 2063, and serve as a basis for the regular reviews by the high-level political forum meeting under the auspices of the UN Economic and Social Council (ECOSOC)<sup>37</sup>. In addition to generating and sharing lessons, the VNRs aim to facilitate the sharing of experiences, including successes, challenges and lessons learned, with a view to strengthen policies and institutions of governments and to mobilize multi-stakeholder support and partnerships for the implementation of the SDGs. Courtesy of the SDGS project-led multi-partner interventions, seven African countries produced VNRs in 2023<sup>38</sup>. The project contributed to the production of the “Measuring Progress III: Water-related Ecosystems and the SDGs” report. Normally produced by UNEP and partners, the report gives an update on SDGS implementation at global and regional levels, dubbed “Measuring Progress”<sup>39</sup>.
84. **UNCT Focal Point system** was **established and operationalized** to leverage UNEP’s non-resident status at country level and to guide the UNCT in utilizing the guidelines described above and to gather and disseminate other knowledge products developed under the project, such as the Handbook of UN Country Framework priorities, Lessons Learnt and Best Practices to Strengthen UNEP’s Engagement at Country Level, and the Handbook for Voluntary National Review (VNR).
85. A **platform was established** to provide a forum for interactions among the heads of Environment Protection Agencies and Directors of Environment across the Africa region, to enhance collaboration on operational and technical matters between environmental agencies and UNEP to increase effectiveness of environmental enforcement and monitoring on SDGs. To be facilitated by UNEP Regional Office for Africa, the forum is expected to: (i) operate as a sounding board for environmental priorities of Africa; (ii) allow science to inform decisions; (iii) enhance sharing of knowledge, information, and best practices; (iv) operationalize technical engagement with UNEP; (v) implement and operationalize AMCEN decisions, United Nations Environment Agency (UNEA) resolutions and mainstream principles of the various Multilateral Environmental Agreements into the EPAs programmes, thereby putting these MEAs into action.
86. **Common Country Analyses (CCA) of 23 countries**<sup>40</sup> have stronger integration of environmental considerations, using the lens of climate change, biodiversity loss and pollution. This was achieved through training of the UNCT teams that lead the CCA process, combined with provision of current data and direct technical support to the teams. The CCA form the basis of the UN Sustainable Development Cooperation Frameworks (UNSDCF) for countries; consequently, the 23 UNSDCFs have are better placed to accelerate achievement of various SDGs.

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<sup>36</sup> Financed by Swedish International Development Agency

<sup>37</sup> <https://www.un.org/en/ecosoc/meetings/2005/hl2005/ECOSOCinfo%20rev%20et.pdf>

<sup>38</sup> Burkina Faso, Central African Republic, Comoros, Democratic Republic of the Congo, Rwanda, Tanzania, and Zambia

<sup>39</sup> [https://wesr.unep.org/measuring-progress/water-related-ecosystems-and-sdgs/sdgs/pdf/DEWA\\_Measuring\\_Progress\\_2023.pdf](https://wesr.unep.org/measuring-progress/water-related-ecosystems-and-sdgs/sdgs/pdf/DEWA_Measuring_Progress_2023.pdf)

<sup>40</sup> Algeria, Benin, Burkina Faso, Cameroon, Cape Verde, Djibouti, Lesotho, Madagascar, Mauritius, Namibia, Niger, Rwanda, Seychelles, Namibia, Niger, Rwanda, Sao Tome and Principe, Egypt, Uganda, Tanzania, Eswatini, Lesotho, Namibia

87. The project anchored the UNDA project actions, which focused on **EBA and clean energy applications for food and livelihood security** in some of the most prioritised policy instruments in economies. Specifically, these were academic curriculums that are critical to training future manpower to prioritize the project products, climate finance policy that is critical to unlocking investments in the areas addressed by the project, a sustainable budgeting policy paper that is critical for budgetary prioritization of EBA and clean energy, and local/traditional governments – especially the Buganda kingdom in Uganda, and the Emir of Nasarawa in Nigeria - that are critical to enhancing uptake at the community level, and ensure accountability, as well as create awareness and positive narratives on EBA/clean energy solutions, and national market standards that are crucial to creating market pull for EBA and clean energy solutions. Furthermore, the project engaged communal cooperatives for the mobilization of low-risk investments at the community level towards expanding the uptake of EBA and clean energy for food and livelihood security.
88. **Policy actors were supported with and applied lessons and empirical data** to close gaps and coherently implement sectorial policies to enhance EBA-driven agriculture with clean energy towards food and livelihood security as catalytic to unlock multiple SDGs. In three countries – Uganda, Cameroon, and Nigeria – 15 policy actors were engaged, and this data informed the implementation of existing policies to enhance food and livelihood security and buttress diverse SDGs. This was achieved through the United Nations Development Account<sup>41</sup> Funded project – **UNDA 2124G** “supporting coherent policy implementation for food and livelihood security in Africa”. Accordingly, these policies were as follows:
- **In Uganda**, the policies are the 3rd National Development Plan (NDP III) that prioritizes agro-industrialization, the Nationally Determined Contributions (NDCs) that underscore reversing forest degradation, and the US2241 market incentive standards guideline, a policy from the Uganda National Bureau of Standards (UNBS) that drives food safety, as well as a new policy – the solar dryer standard.
  - **In Cameroon**, the data was taken up by actors in the Ministry of Agriculture and Rural Development (MINADER), Ministry of Environment, Nature Protection and Sustainable Development (MINEPDED), Ministry of Water Resources and Energy, Ministry of Youth Affairs and Civic Education (MINJEC), and the Standards and Quality Agency (ANOR) to inform implementation pathways of the Nationally Determined Contributions (NDCs) on priority areas of solar and sustainable agriculture as well as increased biodigester investments; the climate-smart agriculture policy, and the agriculture investment plan – all critical to driving uptake of nature, climate, pollution action solutions from a food systems lens.
  - **In Nigeria**, the data-informed implementation of the environment action Entrepreneurship Curriculum of the Nasarawa State University at Keffi (NSUK) and its revisions to ensure entrepreneurship training aligned to enhancing food and livelihood security from the lens of tapping nature, climate, and pollution action solutions. Data also informed implementation of the Standards Organization of Nigeria (SON) tomato quality standard, a policy for ensuring quality standards, including for dried tomatoes to reduce spoilage/PHLs, and thus enhance food and livelihood security; the Nigeria NDC which

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<sup>41</sup> United Nations Development Account (UNDA) provides a common platform for the technical cooperation work of 10 entities of the Executive Committee on Economic and Social Affairs (DESA, UN Regional Commissions, UNCTAD, UNEP, Habitat and UNODC). The objective of the UNDA is to fund capacity development projects in the priority areas of the United Nations Development Agenda that benefit developing countries and countries with economies in transition

prioritize clean cooking, to ensure the ecological base of producing food is not destroyed by the leading risk driver – wood fuel, and the Nigeria Economic Recovery and Growth Plan (ERGP) which calls for economic diversification.

89. Selected informal sector groups in the three countries had their **capacity enhanced** to take up EBA and clean energy solutions that underpin multiple SDGs from an enterprise lens and generate data that informed the aforementioned policy pathways that further enable the uptake of EBA and clean energy. Indeed, EBAFOSA has identified the youth (60% of Africa’s population) and the informal sector (80% of Africa’s working population) as critical drivers of ecosystems-based adaptation and targeted them for capacity building and partnerships. Youth groups were trained on clean cooking energy (making and use of briskets) to displace charcoal and avert pressure from forests in Nigeria and Uganda.
90. **Lessons were documented and shared** from the three countries at the continental level through the United Nations Country Teams and a technical workshop reaching over 300 persons<sup>42</sup>. This served to bridge data-action gaps more broadly, enhancing the application of data to inform pro-SDGS policy implementation across the continent. Impact data on how the application of EBA and clean energy solutions can drive the realization of multiple SDGs was leveraged to inform implementation pathways of key policies towards further expansion of these pro-SDGS solutions. A key lesson shared was on the gender success factors in the implementation of pro-SDGS policies across different sectors leveraging on climate action solutions of EBA.
91. **Capacity for climate smart agriculture** boosted in three countries; Tanzania, Ethiopia and Kenya, as detailed below:
- **Tanzania:** capacity was boosted on climate smart agriculture for a group of 58 youths of Bihawana village in Mpwapwa Dodoma, where they received a borehole and drip irrigation system established on 5 acres of land for sun flower crop for the use by the youth, demonstration and training of others; the youth received training on environmentally friendly, climate smart sun flower farming methods, including use of solar powered irrigation pumps and sunflower extraction equipment. The group was trained on market, agribusiness and safe use of agrochemicals. Key lessons from the project were picked and documented to address areas that will support sustainability of the project impacts. The project was an upscaling effort for UNEP’s project “the Ecosystems Based Adaptation for rural resilience project (EBARR)” and was implemented by the Ministry of Agriculture.
  - **Ethiopia:** in direct response to a request from the Government of Ethiopia, the SDGS project supported the development of a pilot project titled “Integrated land management activities in peri-urban areas for Land Degradation Neutrality and income creation in Ethiopia”, also known as the Greening Drylands Project (GDP). The GDP is an integrated rural-urban programme to be carried out in selected dryland urban and peri-urban areas of Semera, Hawassa (including West Guji and Gedeo), Jimma and Bahir Dar. The project demonstrated the benefits of anchoring integrated land management activities in peri-urban areas for land degradation neutrality and income creation as critical enabler to the

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<sup>42</sup> A continental cross-hybridization forum organised to share lessons on the uptake of environmental solutions towards enhancing food and livelihood security and buttressing multiple SDGs attracted over 300 participants. Lessons on informing entrepreneurship curriculum were also shared with the Ba Isago University in Botswana, resulting in the setting up of a climate action entrepreneurship centre at that university. Lessons sharing also focused on the uptake of clean cooking solutions in the DRC, whose food systems are highly threatened by degradation, with timber harvesting for fuel being a major risk driver.

realization of multiple SDGs in Ethiopia. It therefore serves as a pilot for targeted action to overcome Ethiopia's economic, social and environmental challenges, improve the livelihood of the people and curb the impact of rural out-migration.

- **Kenya:** The SDGS project developed and is implementing the project titled "Hybridized Clean Energy to Drive Climate Smart Agriculture and Agri Value Chain Project in Rongai Sub-County, Nakuru County, Kenya". By promoting climate-smart agriculture and integrating clean energy sources like geothermal and solar power, the project addresses the intertwined challenges of sustainable development, climate change, and socio-economic empowerment in Kenya, particularly in the Rongai Sub-County of Nakuru County.

92. **Access to renewable energy technologies** for lighting and cooking boosted in three countries (Mozambique, Malawi and South Africa): Implemented under the UNEP Regional Programme of Women Entrepreneurs and Sustainable Energy (WESE) under the African Women Energy Entrepreneurs Framework (AWEEF), the project build skills (business and technical), developed knowledge and provided equipment and accessories in Clean and Renewable Energy technology for cooking, lighting and productive uses (e.g. solar lanterns and clean cooking solutions) for about 1570 women in Mozambique, Malawi and South Africa. It has increased adoption of 'clean' technologies and approaches to drive climate smart agriculture, thereby enhancing water/energy/food security through organized groups of women and youth in the project community.
93. **Conceptual model and financing strategy for offshore wind energy in Mauritius was designed, including a** financing strategy and investment framework for ocean-based renewable energy in the country. This support was delivered through the partner project titled "Establishing enabling environment to promote sustainable Green and Blue Economy in Mauritius and Seychelles", whose main objective was to catalyze private sector investments in renewable energy by providing financial mechanisms and critical market information. The conceptual model was informed by the results of a pre-feasibility study that assessed the technical, economic, environmental, and social viability of an offshore wind energy project in Mauritius. The development of the model was also accompanied by gender responsive consultation and training of relevant stakeholders from the private sector (businesses and investors in the renewable energy sector), academia, who brought on board the latest technology and expertise in ocean renewable technologies; and, policymakers and regulatory authorities directly involved in formulating and implementing policies related to renewable energy. A cabinet paper was developed from the study and presented to cabinet for approval of the proposed area for the offshore wind farm and a 100MW wind farm.
94. **Four annual work plans of the Opportunity Issue Based Coalitions** (OIBC 2020 - 2023) under the UN Africa Regional Collaborative Platform (RCP<sup>43</sup>) have more effectively integrated environmental sustainability and climate resilience, enhancing their potential in accelerating achievement of the various SDGs and Agenda 2063. UNEP co-chairs OIBC5 on Fostering action on climate change, strengthening natural resources governance and enabling energy transitions for sustainable development; thus it ensures integration of these measures in the OIBC work programmes and plans. OIBC5 provided technical support

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<sup>43</sup> The purpose of the RCP is to harness the large body of existing knowledge and practice within the regional UNDS in an integrated and holistic manner to assist UN Regional and Country Teams to better support countries in delivering on the 2030 Agenda and Agenda 2063

to the UNRC (UN Resident Coordinators<sup>44</sup> Office) in the lead up to COP27 on Just Energy Transition. In 2023, OIBC 4 provided technical support to the UNRCs on the two flagships that it is implementing namely Climate Action and Food Resilience.

95. **Cooperation framework drafted for strengthening regional forest governance of the Mayombe Transboundary Forest**, shared between Angola, Congo, Gabon and the DR Congo. The main objectives are to strengthen the governance framework and forest management plan implementation, and to facilitate the accession of Gabon and COMIFAC to the Transboundary Forest Cooperation Agreement. The draft was informed by an assessment of the ecosystem that identified opportunities and constraints for its future development, especially for the conservation, strengthening of institutions and planning of the landscapes and biodiversity resources. The draft framework has been agreed at technical level by all the countries but it is yet to be presented to the ministerial levels for discussion and eventual adoption, due to lack of funds.
96. **Proposal for improved IGAD Region transboundary groundwater resources management** was prepared with the objective of strengthening regional groundwater governance of the IGAD region<sup>45</sup>. The draft was informed by, amongst others, two background documents produced by UNEP; a background paper on “Harnessing Wastewater for the Sustainability of Groundwater in the IGAD region” and a draft desk study on “Groundwater Programme for the IGAD Region”. The draft was endorsed by Member States at the IGAD Groundwater Forum of 2022. The draft proposal has been agreed at technical level by all Member Countries but it is yet to be approved at the ministerial levels.
97. A **platform on environmental data and statistics (WESR-CCA) was established** in 2021, in collaboration with UNEP’s Division of Science, and under OIBC-1 which focuses on strengthening integrated data and statistical systems for sustainable development. The platform was built as an appendage of UNEP’s World Environment Situation Room (WESR, hence the name WESR-CCA. It contains regional and country-level environmental data and statistics profiles from multiple sources, which are linked through APIs (Application Programming Interface), and are set to go a long way in bolstering UNEP’s support to UNCTs in the Cooperation Framework processes.
98. **UNCT Malawi Common Agenda for Climate Action completed:** The project provided technical support to formulate (2021) and update (2022) the UNRC led UNCT Malawi Common Agenda for Climate Action. Financed through the Poverty and Environment Initiative, the Framework describes a consolidated and coherent way for the UN to support the national ambition to accelerate climate mitigation, adaptation and resilience that will contribute to priority development objectives in Malawi. Rooted in the Malawi Vision 2063 and the MGDS-III, the Framework strives to effectively implement the national and internationally agreed policies and strategies like the National Climate Change Policy, Nationally Determined Contributions (NDC), National Adaptation Plan (NAP), National Resilience Strategy (NRS) and the National Framework for Climate Services (NFCS). It will therefore tie on-going, planned and pipelined relevant programmes together, following a multi-sectoral approach, based on accurate data and evidence, whilst supporting

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<sup>44</sup> The Resident Coordinator’s Office supports the work of the UN Resident Coordinator and coordinates activities of the UN Country Team in its engagement with the Government as defined by the UN Development Assistance Framework (UNDAF).

<sup>45</sup> Djibouti, Eritrea, Ethiopia, Kenya, Somalia, Sudan and Uganda

downstream activities through fostering community-based resilience based on integrated landscape approaches and asset creation.

**99. Good practices in climate action from across Africa compiled and disseminated widely<sup>46</sup>.**

The report focuses on initiatives where national governments have partnered specifically with UN entities, often together with other international partners, local stakeholders, and the private sector. The examples provided are diverse, cutting across countries, sectors, approaches, and implementing partners. The report identified important cross cutting lessons: First, climate initiatives are more likely to be successfully scaled if the appropriate policies, regulations, political support, and partnerships are aligned. To this end, nearly all the examples included in the report link implementation with policy support and capability building. Second, partnerships at the local level can help increase impact and sustainability. This involves working closely through community groups, business associations, and local governments. Third, the integration of gender-sensitive planning and women's empowerment objectives is also a feature of effective design for responding to the needs of all people. Recognizing that scale up is critical, the report recommends decreasing the gap between available funds and scale of needs, linking climate action to the structural transformation of African economies, and scaling up research and data.

**100. Capacity boosted for selected (8) African countries<sup>47</sup> to leverage their enablers of effective development cooperation, especially National Development Cooperation Policies (NDCPs), to enhance support by development partners for climate adaptation needs.** A capacity building workshop was held in Egypt in 2022 focused on peer learning and knowledge exchange on how different country's NDCPs integrate climate adaptation priorities, using "enablers" of effective development cooperation to navigate crises posed by climate change, the CORONA pandemic, and other long-term risks and uncertainties. This included aspects of distilling evidence-based policies, actions, and measures to increase adaptive capacities to long-term risks through: (a) national development cooperation policies; (b) country results frameworks; (c) national development cooperation forums; (d) data and information systems for development cooperation; and (e) support for capacity development. The workshop highlighted good practices in the African region, on the principle that development cooperation, in all its forms – financing, capacity support, collective action for policy change and multi-stakeholder partnerships – can and should do more to support African countries in meeting their climate adaptation goals. Participants from the eight countries were drawn from the departments of national development cooperation, planning, finance, economic development, and environment. Participants from the UN entities aligned to these areas included Food and Agriculture Organization (FAO), UN ECA, Egypt UN Resident Coordinator's Office, International Organization for Migration (IOM), UNDP, and the UN Women.

**101. A regional expert's network was established** by the workshop described above involving practitioners in the areas of national development cooperation, planning, economics, finance, and environment. The objective of the network is to continue the exchange of best practices

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<sup>46</sup> The report was developed under the overall guidance of H.E. Yasmine Fouad, Minister of Environment of Egypt and her team; and was the result of collaboration from across the UN system in Africa under the co-leadership of the Economic Commission for Africa and UN in Egypt.

<sup>47</sup> Burkina Faso, Chad, Egypt, Ethiopia, Malawi, Mozambique, Rwanda, Sierra Leone, Sudan, Uganda, Zambia and Zimbabwe

and continuous identification of emerging issues that could be integrated in national development cooperation policies. The founding country members of the network are the countries attending the capacity building workshop, namely: Burkina Faso, Chad, Egypt, Ethiopia, Malawi, Mozambique, Rwanda, Sierra Leone, Sudan, Uganda, Zambia and Zimbabwe. Technical and financial support will be facilitated by United Nations Department of Economic and Social Affairs (UNDESA), while technical support will be jointly provided by FAO, IOM, UNDESA, UN ECA, UNEP and the Egypt UN Resident Coordinator Office.

## Likelihood of impact

### LIKELY

102. The TR finds that it is Likely that the project outcomes will lead to impacts. In line with the TOC, the long-term impacts expected from this project are the reduction of the rate of degradation of the natural resources in Africa, with consequent improvement in the livelihoods of its people. The intermediate states are that: increase in capacities and financial resources (effort) for more coherent implementation of SDGs and Agenda 2063 in Africa, making development more sustainable and resilient, with a lower carbon footprint.
103. The TR finds that the project fully delivered the outcomes that are the most important to attain the two intermediate states. Only one output was partially delivered: strategy for the governance of African oceans. An advance draft exist, and IGAD is responsible for taking it further.
104. **Policies drive economic growth and development.** The ability to choose policy paths that are sustainable requires that the environmental, ecological and climate change dimensions of policy be considered at the same time as the economic, trade, energy, agricultural, industrial, and other dimensions on the same agendas and in the same local, national and international institutions<sup>48</sup>. The project managed to consolidate UNEP's contribution as a non-resident agency to the UN in countries by convening the expertise of the whole house to address an area of high priority within the UN system and especially the UN country teams—the SDGs.
105. This project **increased the capacity of critical policy makers and implementers** – by providing tools, guidelines and technical and logistical support to national and regional policy-level actors and UN teams, whose decisions are critical for long-term sustainability and replication and expansion of project products. It enhanced the capacity of national and regional policy frameworks by engaging key policy structures, namely:
- AMCEN at the regional level to ensure the promulgation of decisions that guide the realization of diverse SDGs, ensuring that **Africa's common positions on important environmental/climate change are informed by best science and data**, and that they, in turn, influence sustainable development in Africa and globally.
  - UNCTs at the country level, which directly work with multiple ministries responsible for diverse SDGs, ensuring that the UN Country **Development Frameworks (programmes and plans) are informed by data-based environmental assessments**, using the lens of climate change, biodiversity loss and pollution to produce the CCAs that form the basis of those Development Assistance Frameworks.

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<sup>48</sup> Åsa Persson, 2004. Policy Integration for Sustainability - Stockholm Environment Institute.  
[https://www.sei.org/mediamanager/documents/Publications/Policy-institutions/pints\\_intro.pdf](https://www.sei.org/mediamanager/documents/Publications/Policy-institutions/pints_intro.pdf)



- Regional UNSDGS Teams and UN Opportunity Based Coalitions, **building capacity and providing technical assistance** to mainstream environmental considerations in these regional programmes promoting the coherent integration of the environmental dimension of the SDGs to enhance pro-SDGs policy implementation.
  - National-level policy actors by providing policy instruments and convening policy actors towards ensuring coherent policy implementation in key SDG areas like ecosystem-based adaptation-driven agriculture with clean energy towards food and livelihood security as catalytic to unlock multiple SDGs.
  - Through the UNDA Project action leveraging the **EBAFOSA platform**, that mobilised policy and non-policy actors for coherent actions in enhancing EBA-driven agriculture with clean energy, accessible structures of local/traditional governance structures that are inherent part of Africa's policy/institutional fabric and communal cooperatives, that are connected to the majority of actors, especially in the informal sector were engaged to drive uptake of EBA-driven agriculture with clean energy as catalytic to realisation of multiple SDGs. Working through these accessible structures ensures lower risk and provides a convening space for accountability through which a critical mass of potential off-takers can be rapidly mobilized. In addition, such structures that already engage the community make it easier to trace and account for progress as this is embedded in local institutions that transcend individuals.
  - Promoting the **engagement by national institutions of women, youth and indigenous people** and local communities, including through their participation in national meetings and workshops and the provision of inputs into policies or strategies, where appropriate.
  - The project **demonstrated empirically, through data**, the positive impacts that are envisioned by the policy changes. This is critical to attracting key constituents needed to implement policies such as the informal sector in Africa, to then invest in pathways recommended in the policies from an enterprise lens to ensure long-term sustainability.
106. Through the project **UNEP increased its interactions** with the country and regional UN Teams and processes, with consequent **increased mainstreaming of environment, climate, biodiversity and nature considerations** into development processes, ensuring that science informs the accelerated implementation pathways of SDGs and Agenda 2063. Accordingly, this project anchored EBA and clean energy applications for food and livelihood security as critical enablers to the realization of multiple SDGs in some of the most prioritized policy instruments in economies. In addition, the project results were shared with UNCTs across African countries to enhance the uptake of project results within the African UNCTs and UNRCOs.
107. Moreover, all the assumptions for progress from project outputs to project outcome and change process from intermediate states to impact hold. The refined TOC identified three assumptions, namely: Governments take action in implementing the environmental commitments of SDGs; current political willingness in institutions for coherent delivery of SDGs remains constant; and, political willingness and capacities present for collaboration among many organizations and agencies remain constant. None of the assumptions translated into challenges during project implementation, and it is highly likely that the outcomes attained will continue to anchor environment, climate, biodiversity and nature considerations into development pathways, increasing effort towards pro-SDGS and Agenda 2063 development that will be more sustainable and resilient, with a lower carbon footprint.

108. Furthermore, there are very strong drivers in place to support transition from outputs to project outcomes and to transition from intermediate state(s) to impact. The TOC recognized two strong drivers for the sustainability of the outcomes and their eventual translation into impacts: the 7 sub-programmes of UNEP through which the SDGS project was implemented and the recognition of UNEP as the custodian of the environmental dimension of the SDGs. As stated previously, SDGS project was an umbrella project convening the work and projects of different units within the UNEP Africa office to deliver towards enhanced realization of the SDGs coherently. The project was so highly entrenched within these sub-programmes that the TR respondents outside of UNEP were unable to separate interventions under this project from UNEP regular work.
109. Halting and reversing environmental degradation is central to UNEP’s mandate. Furthermore, in its justification for the project, UNEP recognized the fact that policy coherence across environmental, social and economic sectors is critical for preventing, halting and reversing environmental degradation in order to foster resilient carbon neutral development, especially through the coherent implementation of SDGs and Agenda 2063. Both UNEP and AMCEN are therefore long-term partners in this endeavour, providing a strong driver for realization of impacts.

## E. Financial Management

### SATISFACTORY

Criteria	Rating
Adherence to UNEP’s Financial Policies and Procedures	S
Completeness of Financial Information	S
Communication between Finance and Project Management Staff	S
<b>Overall</b>	<b>S</b>

110. The overall rating on financial management is “Satisfactory” for the reasons explained in the sections below – primarily that UNEP undertook project financial management, it allocated a Funds Management Officer to the project, who was incorporated into the PMT. Consequently, evidence shows that financial management was done in compliance with all

UNEP regulations and there was excellent working relations between the Funds Management Officer and the rest of the project team. Details below.

### E1. Adherence to UNEP’s Financial Policies and Procedures

#### SATISFACTORY

111. Since the project was implemented by UNEP ROA, all financial management was handled by a UNEP Funds Management Officer who was incorporated into the PMT, in conjunction with the project manager. No cases of financial improprieties have been reported. Furthermore, the UNEP based output managers who responded to the TR questionnaire all confirmed that there had been timely approval and disbursement of cash advances to partners; the PMC undertook regular analysis of actual expenditure against budget and workplans, especially because the project was an actual fundraising vehicle and funds were

mobilized along implementation. As reported elsewhere, only 35% of the planned budget was available at project approval. The PMC and UNEP managed to raise the full planned budget. The project had unspent balance of USD 1,478,217.72 which will be rolled over to the new project under development, which will continue supporting the interventions started under this current project. The project manager and the Funds Management Officer confirmed that the sub-programme team made timely submission of regular expenditure reports (six-monthly and annual). All the necessary budget revisions were made especially in the workplans of the cost neutral extensions.

## E2. Completeness of Financial Information

### **SATISFACTORY**

112. The Project Funds Management Officer provided all the relevant and complete financial information to the TR, including the legal agreements with partners on contributions (Table 4), which doubled up as contribution in kind from the partners. Due to the fact that the project was designed as a vehicle for mobilizing financial resources, financial analysis is presented on mobilized versus spent funds. Its planned budget was US\$ 9,236,398. However, it mobilized US\$ 10,593,070.60 and spent US\$ 8,844,555.99 (Table 8). The balance of US\$ 1,478,217.72 will be rolled over to the new project under development to continue addressing the pending issues.

*Table 8: Budget by Outputs*

Outputs	Secured Budget - US\$	Expenditure - US\$	Available Balance -
Output 1.1	3,914,041.33	2,981,883.05	848,960.88
Output 1.2	161,104.00	118,017.16	0
Output 2.1	2,560,843.27	1,817,761.80	629,256.84
Output 2.2	98,182.00	67,993.98	-
Grand Total	6,734,170.60	4,985,655.99	1,478,217.72

## E3. Communication between Finance and Project Management Staff

### **SATISFACTORY**

113. As reported earlier, the project Funds Management Officer was incorporated into the PMC during the inception meeting on 18<sup>th</sup> March 2020, and has remained with the project throughout. All the respondents to the TR confirmed that there had been excellent support from the project Funds Management Officer, fostering efficient project implementation.

## F. Efficiency

### **SATISFACTORY**

114. The project design embedded efficiency through three strategies: using the project as resource mobilization tool; integrating implementation into existing structures and partnerships and integrating environmental sustainability and resilience into national and regional policies, strategies and action plans. These strategies are described below.

115. **Using the project as resource mobilization tool:** The project was deliberately designed as a resource mobilization tool, with only 35% of the budget available at the start of the project. This was possible because it was implemented by UNEP, which was confident about raising the 65% additional funds (Table 4).
116. **Integrating implementation into existing structures and partnerships:** As reported elsewhere, the SDGs project was an umbrella project convening the work and projects of different units within the UNEP Regional Office for Africa (ROA) to deliver towards enhanced realization of the SDGs coherently. It was therefore designed to be integrated into the programmes and projects of the ROA and into the programmes of partners with considerable capacities<sup>49</sup>. Implementation, therefore, was to rely heavily on the technical input of the staff members involved (Table 9) and on the work of the national, regional and international stakeholders and partners. This strategy promoted strong ownership by the partners and member states beneficiaries.

- According to Dr. Munang, one of the key successes of the project is the fact that it managed to consolidate UNEP's contribution as a non-resident agency to the UN in countries by convening the expertise of the whole house to address an area of high priority within the UN system and especially the UN country teams—the SDGs.<sup>50</sup>

*Table 9: List of UNEP Technical Staff engaged in implementation of the SDGS Project*

Name	Grade	Post type	Year 2020	Year 2021	2022	2023	%time allocated to SDGproject
Robert Wabunoha	P4	RB	55,200	55,200	55,200	27,600	30%
Jean Jacob Sahou	P4	RB	55,200	55,200	55,200	27,600	30%
Richard Munang	P4	RB	27,600	27,600	27,600	13,800	15%
Levis Kavagi	P4	RB	27,600	27,600	27,600	13,800	15%
Angele Luh	P5	RB	52,800	52,800	52,800	-	25%
Patrick Mwesigye	P4	RB	27,600	27,600	27,600	13,800	15%
Abdouraman Bary	P4	RB	27,600	27,600	-	-	15%
Charles Sebukeera	P4	RB	27,600	27,600	27,600	13,800	15%
Saidou Hamani	P4	RB	27,600	27,600	-	-	15%
David Ombisi	P3	EF	46,440	46,440	46,440	23,220	30%
Damaris Mungai	P2	EF	18,780	18,780	18,780	9,390	15%
Samba Harouna	P5	EF	56,475	56,475	-	-	25%
Cecilia Njenga	P5	EF	52,800	52,800	-	-	25%
Margaret Oduk	P4	EF	48,950	48,950	48,950	-	25%
Cyrille Siewe	P4	EF	46,000	46,000	46,000	23,000	25%
Catherine	G6	EF	15,900	15,900	15,900	7,950	30%

<sup>49</sup> The partners were UN Economic Commission for Africa, United Nations Sustainable Development Group (Africa region), African Union Commission, Africa Development Bank, Africa Ministerial Conference on Environment, Health and Environment Inter-Ministerial Conference, United Nations Country Teams, Regional Economic Communities, Secretariats of Environmental Conventions and the Sustainable Development Goals Center for Africa

<sup>50</sup> Dr. Richard Munang managed the EBAFOSA policy action framework, which was delivered on the UNDA project titled **“Supporting coherent policy implementation to catalyze food and livelihood security in Africa.”** This project was fully integrated into the SDG project and was delivered under output 2.1 of the SDG project, specifically action 2.1.1.

Mwangi								
Clara Makenya	NOC	EF	29,400	29,400	29,400	14,700	25%	
David Smith	P5	EF	31,680	31,680	31,680	15,840	15%	
Mohamed Atani	P4	EF	27,600	27,600	27,600	13,800	15%	
Mezeret Zemedkun	P4	XB	27,600	27,600	27,600	13,800	15%	
		<b>Total</b>	<b>730,425</b>	<b>730,425</b>	<b>565,950</b>	<b>232,100</b>	<b>2,258,900</b>	

117. **Integrating environmental sustainability and resilience into national and regional policies, strategies and action plans:** Policy is the most cost effective driver of lasting change. Furthermore, while the primary responsibility of implementing the SDGs and Agenda 2063 lies with Member States, regional mechanisms such as regional ministerial fora on environment and other relevant platforms play a major role in catalysing and influencing global and national strategies and priorities such as those relating to the environmental dimension. Targeting both regional, sub-regional and national entities with the responsibility for the implementation of SDGs and Agenda 2063 related programmes is highly cost effective in anchoring environmental sustainability and climate resilience into critical policies and hence development. The project engaged key policy structures such as AMCEN, Regional UNSDGS, AUC and others players responsible for policy decisions that guide the realization of diverse SDGs. In addition, it engaged UNCTs at the country level, who directly work with multiple ministries responsible for diverse SDGs, with the latest science and data from UNEP actions on nature, climate, and pollution/waste to inform implementation pathways towards the SDGs.

118. The project had two justifiable cost-neutral extensions. The project was designed as a two-year initiative, expected to run from January 2020 to 31 December 2021. It was however extended for an additional 18 months, without change of ambition or TOC, in two trunks; all of 2022 and until 30<sup>th</sup> June 2023, respectively. The first extension was necessitated by the delays to implementation caused by the impacts of Covid-19 pandemic. Implementation during the extension faced setbacks, leading to the second extension to 30<sup>th</sup> June 2023, to allow for the completion of pending activities and the project’s terminal review.

## G. Monitoring and Reporting

### **MODERATELY UNSATISFACTORY**

119. The overall rating on monitoring and reporting is “Moderately Unsatisfactory”. This is due to the fact that although the M&E plan linked indicators to specific individuals, the annual reports for 2023 and the project closure are sketchy.

Criteria	Rating
Monitoring Design and Budgeting	S
Monitoring of Project Implementation	MS
Project Reporting	MU
Overall	MS

## Monitoring Design and Budgeting

### **SATISFACTORY**

120. Due to its design, the SDGS project had a very simple (but not simplistic) monitoring plan – opposite and Table 3). The indicators are simple to track and appropriate for monitoring project deliverables and outcomes. The monitoring plan links each indicator to a person (by name) responsible for monitoring it (indicator). Data on baseline, targets and milestones was presented in the logframe of the original Prodoc and updated for the two extension Prodocs. The M&E plan identified appropriate data collection methods and collection frequency.

Result level	# of indicators	# of milestones
Output 1.1	2	4
Output 1.2	1	2
Outcome 1	2	4
Output 2.1	2	4
Output 2.1	1	3
Outcome 2	1	3
Total	9	20

121. The project was itself a vehicle for UNEP to raise funds, internally and externally for the work of mainstreaming environment into the SDGs and Agenda 2063. A significant portion of the internal fundraising was obtained through existing senior staff of the Africa Office. This secured funding for the monitoring of the project progress since it used existing internal progress reporting mechanisms such as staff performance appraisal. This is in addition to the budget set aside for monitoring the project implementation and results achievement. However, the nature of the indicators did not require gender segregation.

## G2. Monitoring of Project Implementation

### **MODERATELY SATISFACTORY**

122. The TR finds that the monitoring system was operational and facilitated the timely tracking of results and progress towards projects objectives throughout the project implementation period. The annual project reports provided updates on the milestones and progress towards indicators. However, during the last year of the project (2023), the monitoring reports are not comprehensive, indicating the numbers of outputs delivered with no explanation of the context. This information is not helpful, and made this review very difficult (further details in Section G3 on reporting).

## G3. Project Reporting

### **MODERATELY UNSATISFACTORY.**

123. Due to its nature, this project was implemented by a large team, including eleven members of UNEP (Table 9). It had several sub-projects covering Nigeria, Cameroon, Uganda, Ethiopia, Kenya and Tanzania. It produced numerous outputs in form of reports, workshop proceedings, guidelines and strategies, which are all uploaded to the UNEP PIMS (project information management system). However, there are only two high quality project annual reports (2020 and 2022) that give detailed accounts of project implementation and achievements. The 2023 annual and project closure reports are sketchy and do not capture the projects achievements adequately. This challenge is compounded by the fact that all the

reports, workshop proceedings, guidelines and strategies produced do not make any reference to the project or to UNEP.

## H. Sustainability

### LIKELY

124. The overall rating for sustainability is “Likely” due to the facts that sustainability is imbedded in the project design, as described in the table below.

Criteria	Rating
Socio-political sustainability	likely
Financial sustainability	Likely
Sustainability of the Institutional Framework	Likely
Overall rating	Likely

### Socio-political Sustainability

#### LIKELY

125. The project strengthened the integration of environmental dimension in development processes at regional, sub-regional and national levels in Africa. It elevated the “voice” of African countries on matters environment with the consequent stronger ability to take regional environmental priorities to global attention to influence key global environmental and sustainable development processes while simultaneously bringing global issues to the attention of the region. It is highly likely that these results will be sustained due to the fact that the project build on existing programs of relevant partners, it targeted policies and existing policy frameworks, working through the institutions with recognized mandate for policy and development; and, it delivered structures, guidelines and curriculums for continued use by those mandated to support implementation of SDGs and Agenda 2063.

126. As explained previously, policies are the effective drivers of lasting change. Once environmental sustainability and resilience are anchored in the UN regional and Country Development Frameworks, they will continue to influence the most prioritized policy instruments in national economies, increasing the coherence of the implementation of SDGs and Agenda 2063. The Regional Sustainable Development Forum for Africa will continue to integrate environmental sustainability, resilience and climate action in the VNRs of the 2030 Agenda for Sustainable Development using the guidelines developed by the project. AMCEN will continue to lead African countries on regional and global environmental policies with the continued support of UNEP. UN Development Cooperation Frameworks will continue to mainstream environment and climate actions under the leadership of the UNCTs, using up to date environmental data from the empowered national governments institutions, supported by the UNCT Focal Point system, the platform on environmental data and statistics and drawing further support from the forum for interactions among the heads of Environment Protection Agencies and Directors of Environment across the Africa region operationalized by the project. OIBC will continue to mainstream environment sustainability and resilience in its annual work plans due to the fact that UNEP continues to be a member and indeed co-chairs OIBC5 on Fostering action on climate change, strengthening natural resources governance and enabling energy transitions for sustainable development.

127. The core target of project intervention was policy-level actors and UN country teams, whose decisions are critical for long-term sustainability and replication and expansion of project products. Accordingly, this project anchored UNDA 2124G, whose focus was EBA and clean energy applications for food and livelihood security, as critical enablers to the realization of multiple SDGs in some of the most prioritized policy instruments in economies. In addition, the project results were shared with UNCTs across African countries to enhance the uptake of project results within the African UNCTs and UNRCOs.
128. Key sustainability structures were leveraged to anchor the UNDA 2124G project products at the strategic and operational levels. Specifically, interventions anchored EBA and clean energy applications for food and livelihood security in some of the most prioritised policy instruments in economies. Specifically, academic curriculums that are critical to train future manpower to prioritize the project products, climate finance policy that is critical to unlocking investments in the areas addressed by the project, and local/traditional governments - that are critical to enhance uptake at the community level, and ensure accountability, as well as create awareness and positive narratives on EBA/clean energy solutions, and national market standards that are crucial to create market pull for EBA and clean energy solutions. At the operational level, the engagement of communal cooperatives that already convene most of the continent ensures the mobilization of low-risk investments at the community level towards expanding the uptake of EBA and clean energy for food and livelihood security and the SDGs.
129. Work on four outputs<sup>51</sup> that require further development will continue under UNEP's and partners regular work, financed by a follow up project that is under development.
130. From the foregoing, the TR finds that the outcomes are long-term (policies and capacities). Furthermore, although sustainability of these outcomes has a moderate degree of dependency on social/political factors, there is very high level of ownership, interest and commitment for the project outcomes by all the stakeholders. Together with the continued support from UNEP to all the project stakeholders and the new project being designed, these measures constitute a reliable mechanism for responding to changes in the social/political context, should it become necessary.

## 2. Financial Sustainability

### LIKELY

131. The ultimate goal of the SDGs project was to improve policy coherence across environmental, social and economic sectors, which is critical for preventing, halting and reversing environmental degradation in order to foster resilient carbon neutral development, especially through the coherent implementation of SDGs and Agenda 2063. While it has increased the coherence and created pro-SDGS policy pathways, the ultimate impact is dependent, to some extent, on individual countries' actual implementation and enforcement of these pro-SDGS pathways. The UNCT and its country-based UN Development Assistance Framework will, however, continue to support the actual implementation, thereby making it likely that the financing will be available for long-term sustainability.

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<sup>51</sup> Draft ocean governance strategy to increase coherence in the implementation of SDGs/Agenda 2063; Draft proposal for improved IGAD Region transboundary groundwater resources management; Draft cooperation framework for strengthening governance of the Mayombe Transboundary Forest; Draft curriculum for training diplomats on environmental diplomacy



132. The project leveraged community-level financing structures of communal cooperatives as a basis for mobilising investments at the community level to drive uptake of EBA-driven agriculture and clean energy for food and livelihood security, the core of the UNDA project actions as a catalyst for the realisation of multiple SDGs. The project also integrated EBA-driven agriculture and clean energy for food and livelihood security into climate finance strategies as well as into a Sustainable Budgeting Approach policy paper. Lessons from these financial instruments and how they were tapped to enhance investments in EBA-driven agriculture and clean energy were then curated and shared with UNCTs across Africa to enhance continental uptake, which is critical for diversification and long-term sustainability.

## Sustainability of the Institutional Framework

### **LIKELY**

133. Majority of the institutions with the responsibility of sustaining the project outcomes were engaged in the project implementation and have demonstrated strong ownership and interest in the project. Project implementation was integrated into the existing programs of the implementing partners, building on the mandates and roles of each partner and their existing capacities, yet the roles and responsibilities of external partners was properly specified and appropriate to their capacities. The project partners were the UN Economic Commission for Africa, United Nations Sustainable Development Group (Africa region), African Union Commission, Africa Development Bank, Africa Ministerial Conference on Environment, Health and Environment Inter-Ministerial Conference, United Nations Country Teams, Regional Economic Communities, Secretariats of Environmental Conventions and the Sustainable Development Goals Center for Africa, and the Ministries of Environment in partner countries. These are established institutions with independent resources.
134. The project established four new platforms: (a) platform on environmental data and statistics; (b) forum for interactions among the heads of Environment Protection Agencies and Directors of Environment across the Africa; (c) UNCT Focal Point system; (d) EBAFOSA policy frameworks in Nigeria, Uganda and Cameroon. UNEP will continue financial support to these new structures through its regular work and the new project being designed to continue the programmes of the SDGs project. In addition, the AGN on climate change has been able to mobilize their own resources and carry out their work without this project; and, AMCEN Trust Fund is able to receive more voluntary contributions from member states for its work due to capacity enhancement by the project.

## **I. Factors Affecting Performance**

135. The overall rating for factors affecting performance is “Satisfactory”. Factors contributing to this rating are that: the project was designed and managed by a team of senior staff of the UNEP ROA, who constituted the project management team, project inception meeting was held one week after project approval, design was informed by adequate stakeholder assessment, implementation engaged a wide range of stakeholders, who have expressed strong ownership and interest by high political players in environment and development. However, the project implementation on the policy work (big part of the project) seems to have been gender-blind, it had no budget designated to gender activities and the project

reports do not refer to gender equity, except for the reports of the relatively small projects piloted on the ground in several countries.

Criteria	Rating
Preparation and Readiness	HS
Quality of Project Management and Supervision	S
Stakeholders' Participation and Cooperation	S
Responsiveness to Human Rights and Gender Equity	MS
Environmental and Social Safeguards	S
Country Ownership and Driven-ness	HS
Communication and Public Awareness	S
Overall	S

## Preparation and Readiness

### **HIGHLY SATISFACTORY**

136. This project was developed and managed by the Africa Office of UNEP: UNEP provided the project manager and project staff (Table 9). It did not require a standard inception phase since all the partners in charge of its implementation were engaged in its formulation and it was to be implemented via existing programmes. For these reasons, it performed very well on the milestones of preparation and readiness. The project was approved on 10<sup>th</sup> March 2020 and the first project steering committee (PSC) was held about a week later, on 18<sup>th</sup> March 2020. This PSC constituted a Project Management Committee (PMC) made up of the entire UNEP staff engaged in its implementation (list in Table 9). The PMC approved the first annual workplan during the first meeting, on 10<sup>th</sup> March 2020. This PMC has approved all consequent annual work and procurement plans.
137. The project was, however affected by the onset of COVID-19 restrictions. Designed as a two-year initiative, expected to run from January 2020 to 31 December 2021, it was however extended for an additional 18 months, without change of ambition or TOC, in two trunks; all of 2022 and until 30<sup>th</sup> June 2023, respectively. The first extension was necessitated by the delays to implementation caused by the impacts of Covid-19 pandemic. Implementation during the extension faced setbacks, leading to the second extension to 30<sup>th</sup> June 2023, to allow for the completion of pending activities and the project's terminal review. The project design had addressed comprehensively the comments of the Project Review Committee. The project design was informed by an environment and social safeguards (ESE) assessment that did not identify any risks that would require a risk management plan. Although the assessment was not revisited during the project implementation, the TR finds that the project outcomes and their sustainability are unlikely to be affected negatively by any ESE. This is because the main target of the project was to mainstream environmental sustainability and resilience in key development processes to improve coherence of implementation of the SDGs and Agenda 2063. Where the project implemented on-the ground activities to demonstrate clean cooking technologies and climate smart agricultural practices (small

components of the project), they were informed by gender and ESE assessments and risk management plans.

138. The project was set up to enhance the capacities of countries in Africa to implement SDGs in a more innovative manner by integrating environmental sustainability and resilience into policies, strategies and action plans through regional and national approaches, taking opportunities offered by the UN reforms. Furthermore, the project states clearly that it would support governments and the UN system to implement the “leaving no one behind principle” - which recognizes the need for protecting ecosystems and biodiversity as the “Gross Domestic Products of the poor,” as they provide the bases for livelihoods and employment for many of the poor and those left furthest behind, including vulnerable groups such as women, indigenous peoples, the physically challenged and the youth. Direct stakeholders, therefore, were primarily policy makers at regional and national levels, in governments, the UN system and regional bodies. Indirect stakeholders included civil society, academia, private sector and the general populations in the fifty four African countries, as described below.
- a. **Type A:** High power / high interest and key player in the project, SDGs and Agenda 2063, including: (i) policy makers in the national governments of the fifty four African countries, particularly ministries of finance, planning and environment, and UNCTs; (ii) Regional institutions (UN Economic Commission for Africa, United Nations Sustainable Development Group (Africa region), AU-Commission, AfDB, AMCEN, IMCHEN, Regional Economic Communities, Secretariats of Environmental Conventions and the Sustainable Development Goals Center for Africa.
  - b. **Type B:** High power/ low interest over the project, whose needs the project must meet including: (i) UN entities and other international organizations (UNRC, UNDP, UNECA); (ii) Media; (iii) Private sector.
  - c. **Type C:** Low power/ high interest over the project, which the project must show consideration - local communities in the fifty four countries of Africa.
139. Where the project implemented on-the ground activities to demonstrate clean cooking technologies and climate smart agricultural practices the design of these sub-projects was based on clear stakeholder analysis.

## Quality of Project Management and Supervision

### **SATISFACTORY**

140. This project was managed by the Africa Office of UNEP: UNEP provided the project manager and 21 staff members (Tables 1, 9 and 10). All the staff members confirmed to the TR that, in their opinions, the project was well managed. Since the project was mainstreamed into the sub-programmes of the UN Africa Office, the staff members responsible constituted the PMC. Evidence of minutes of meetings confirm that the PMC collaborated closely and applied adaptive management to respond to the restrictions of COVID-19 by seeking project extensions.
141. Being senior staff members of the Africa Regional Office, the project staff had capacity that is aligned with project requirements. This is evidenced by the facts that: (a) Although

only 35% of the US\$ 9,236,398 budget was secured at the start of implementation, the project mobilized a total of US\$ 10,593,070.60. (b) The project spent US\$ 8,844,555.99. The balance of US\$ 1,478,217.72 will be rolled over to the new project under development to continue addressing the pending issues. (c) The fairly complex project delivered majority of the planned outputs in three years, scoring a satisfactory rate on both availability of outputs and the availability of outcomes. The few outputs that require continued development will be supported via a follow up project being developed<sup>52</sup>.

### 13. Stakeholders' Participation and Cooperation

#### SATISFACTORY

142. The project was set up to enhance the capacities of countries in Africa to implement SDGs in a more innovative manner by integrating environmental sustainability and resilience into policies, strategies and action plans through regional and national approaches, taking opportunities offered by the UN reforms. Furthermore, the project states clearly that it would support governments and the UN system to implement the "leaving no one behind principle" - which recognizes the need for protecting ecosystems and biodiversity as the "Gross Domestic Products of the poor," as they provide the bases for livelihoods and employment for many of the poor and those left furthest behind, including vulnerable groups such as women, indigenous peoples, the physically challenged and the youth. The project design was informed by an in-depth stakeholder analysis that identified direct and indirect stakeholders. Direct stakeholders were primarily policy makers at regional and national levels, in governments, the UN system and regional bodies. Indirect stakeholders included civil society, academia, private sector and the general populations in the fifty-four African countries, as described below.
- a. **Type A:** High power / high interest and key player in the project, SDGs and Agenda 2063, including: (i) policy makers in the national governments of the fifty four African countries, particularly ministries of finance, planning and environment, and UNCTs; (ii) Regional institutions (UN Economic Commission for Africa, United Nations Sustainable Development Group (Africa region), AU-Commission, AfDB, AMCEN, IMCHEN, Regional Economic Communities, Secretariats of Environmental Conventions and the Sustainable Development Goals Center for Africa.
  - b. **Type B:** High power/ low interest over the project, whose needs the project must meet including: (i) UN entities and other international organizations (UNRC, UNDP, UNECA); (ii) Media; (iii) Private sector.
  - c. **Type C:** Low power/ high interest over the project, which the project must show consideration - local communities in the fifty-four countries of Africa.
143. Stakeholders' identification and the importance of clear stakeholder engagement in project implementation and achievement and sustainability of project results was mainstreamed throughout the project document, in addition to the specific chapter on stakeholder analysis. The nature of the project required high levels of participation of the direct and indirect stakeholders (type A and B), as demonstrated in the outputs and outcomes

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<sup>52</sup> Draft ocean governance strategy to increase coherence in the implementation of SDGs/Agenda 2063; Draft proposal for improved IGAD Region transboundary groundwater resources management; Draft cooperation framework for strengthening governance of the Mayombe Transboundary Forest; Draft curriculum for training diplomats on environmental diplomacy

such as positions agreed to and approved by AMCEN on numerous COPs and AMCEN meetings. Furthermore, due to the high integration of project implementation into the partner programmes, there is high interest and ownership of the project by the direct stakeholders. Furthermore, the project created four platforms for stakeholder exchange of lessons and experiences, namely: (a) platform on environmental data and statistics; (b) forum for interactions among the heads of Environment Protection Agencies and Directors of Environment across the Africa; (c) UNCT Focal Point system; (d) policy harmonization and coherence committees for implementation that convene diverse policy stakeholder to take up empirical data and lesson and inform coherent implementation of policies towards enhancing SDG areas of EBA-driven agriculture and clean energy for food and livelihood security catalytic to the realization of multiple SDGs.

144. Due to the nature of the project, only limited micro-projects targeted local communities in Tanzania, Uganda, Ethiopia and Kenya. The design of these micro-projects was done by UNEP project staff and were based on clear stakeholder analysis and participation. Furthermore, the majority of the local communities, including women, men and the youth, will accrue benefits resulting from a more coherent implementation of SDGs and Agenda 2063, in due course. While monitoring these long-term impacts is beyond the scope of this project, the high rating on likelihood of impacts and sustainability are indicators that these benefits will reach the local communities in due course.

145. The project gender score was 2 a, meaning that gender was reflected in the context, implementation, logframe, and the budget. This score was deemed appropriate as the project design provided a compelling argument for the rating in the gender marker self-assessment<sup>53</sup>. Furthermore, mainstreaming project implementation through the programmes of UN regional and national partners ensured that the project benefited from gender guidelines and provisions of these partners. Furthermore, at the strategic level, the UNDA project prioritised delivering policy instruments to enhance the productivity of inclusive areas that are accessible to women, of EBA-driven agriculture and clean energy as the conduits to unlock multiple SDGs. The project staff met the one third gender rule, where men constituted two thirds of the staff (Table 10).

*Table 10: Project Staff by Gender*

	Name and position	Gender
1	Jean Jacob Sahou; P4; 30%	M
2	Angele Luh; P5; 25%	F
3	Richard Munang; P4; 15%	M
4	David Ombisi; P3; 30%	M
5	Damaris Mungai; P2; 15%	F
6	Levis Kavagi; P4; 15%	M
7	Patrick Mwesigye; P4; 15%	M
8	Saidou Hamani; P4; 15%	M

9	Abdouraman Bary; P4; 15%	M
10	Charles Sebukeera; P4; 15%	M
11	Samba Harouna; P5; 25%	M
12	Cecilia Njenga; P5; 25%	F
13	Clara Makenya; NOC; 25%	F
14	Margaret Oduk; P4; 25%	F
15	David Smith; P5; 15%	M

<sup>53</sup> The reasoning given stated that: a) The project design recognizes that environmental degradation affects more adversely the vulnerable groups in society, including women, the youth and the physically challenged; b) Women and indigenous communities are among the clear champions advocating for more sustainable use of natural resources and the rights of the minorities within development; c) A stronger policy and institutional framework for environmental governance increases resources for the implementation of SDGs and Agenda 63 with likelihood of benefits at local level, where vulnerable groups are likely to benefit.

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16	Mohamed Atani; P4; 15%	M
17	Meseret Zemedkun; P4; 15%	F
18	Cyrille Cyrille Siewe; P4; 30%	M
19	Catherine Mwangi; G6; 30%	F
20	Frank Turyatunga – D1	M
21	Stephen Ndeti	M

## I4. Responsiveness to Human Rights and Gender Equity

### **MODERATELY SATISFACTORY**

146. The project was designed by UNEP Regional Office for Africa, in compliance with UNEP guidelines on human rights and gender equity, with a gender score of 2a. The project design recognizes that environmental degradation affects more adversely the vulnerable groups in society, including women, the youth and the physically challenged; b) Women and indigenous communities are among the clear champions advocating for more sustainable use of natural resources and the rights of the minorities within development; c) A stronger policy and institutional framework for environmental governance increases resources for the implementation of SDGs and Agenda 63 with likelihood of benefits at local level, where vulnerable groups are likely to benefit. Furthermore, the project states clearly that it would support governments and the UN system to implement the “leaving no one behind principle” - which recognizes the need for protecting ecosystems and biodiversity as the “Gross Domestic Products of the poor,” as they provide the bases for livelihoods and employment for many of the poor and those left furthest behind, including vulnerable groups such as women, indigenous peoples, the physically challenged and the youth.
147. The project developed three policy briefs outlining the key aspects necessary to promote inclusive and beneficial youth and gender engagement in sustainable Natural Resource Governance, in the context of climate change, namely: (a) Ecosystems restoration, sustainable development goals and youth livelihoods; (b) Land restoration and African Youth; (c) Innovation and Indigenous Knowledge for sustainable ecosystems restoration. Development of these policy briefs involved many regional meetings.
148. However, during the project implementation, there is no evidence that the project monitored or reported on gender issues related to interventions targeting national and regional policy processes and UNCTs. This is largely due to the indicators, which are, in turn, due to the focus on increasing policy coherence across environmental, social and economic sectors, in order foster coherent implementation of SDGs and Agenda 2063. Although the project worked with partner institutions, e.g., Ministries of Environment, AMCEN, UNCTs and Regional SDGs units, the project budget does not include gender activities and there is no evidence that the project influenced equitable access to project opportunities and support across gender groups. For example, when the project established four platforms<sup>54</sup> for stakeholder exchange of lessons and experiences, it has no control of gender equity of the partner institutions in different countries. Similarly, when it trained diplomats on environmental diplomacy, Africa Group of Negotiators and regional experts on integrating climate adaptation priorities, using “enablers” of effective development cooperation from eight Africa countries, it has no control of gender equity of the partner institutions in different countries. The TR does not, however, conclude that gender was not taken into account when forming these teams by individual countries. It simply points out the fact that the project reports do not make any references to gender issues in partner institutions participating in these events.
149. The exception to the above is the four small projects under output 2.1 (EBAFOSA partnerships in Nigeria, Uganda and Cameroon, climate smart agriculture in Tanzania and

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<sup>54</sup> (a) platform on environmental data and statistics; (b) forum for interactions among the heads of Environment Protection Agencies and Directors of Environment across the Africa; (c) UNCT Focal Point system; (d) EBAFOSA policy frameworks in Nigeria, Uganda and Cameroon

Kenya and Ethiopia, access to renewable energy technologies for lighting and cooking in Mozambique, Malawi and South Africa. These projects were developed by UNEP, incorporating human rights and gender equity principles. The EBAFOSA and Tanzania projects targeted youth specifically in capacity enhancement. The Tanzania, Ethiopia and Kenya projects reports are gender segregated. The access to renewable energy technologies for lighting and cooking project (Mozambique, Malawi and South Africa) was implemented under the UNEP Regional Programme of Women Entrepreneurs and Sustainable Energy under the African Women Energy Entrepreneurs Framework. The benefitted 1570 women. Although targeting only women is not gender compliant, improvements in household energy ultimately benefits whole families, including men and children.

150. Furthermore these subprojects, including the UNDA project deliverables, targeted food systems and clean energy, including domestic cooking solutions – all of which are areas that engage most women, and the policy implementation pathways that were informed further serve to enhance the uptake of these solutions that are vital for gender responsiveness. In addition, at the operational level in countries supported by the EBAFOSA UNDA project, participants and beneficiaries reflected gender responsiveness. Between 50 – 70% of beneficiaries and participants in the three project countries were women. In Uganda, women farmers reported increase in savings increase of up to 50% by applying solar dryers, which formed up to 74% of those trained. In Nigeria, up to 90% of those who took up clean cooking solutions were women. In Cameroon, women comprised over 50% of the beneficiaries

## 15. Environmental and Social Safeguards

### **SATISFACTORY**

151. The environmental and social safeguard assessment did not trigger any safeguard risks for the both the main project and the sub-projects under output 2.1; the overall project is rated low risk, hence no further risk management interventions were required. The project was monitored for safeguard issues, which are reported in the annual reports. No challenges were encountered.

## 16. Country Ownership and Driven-ness

### **HIGHLY SATISFACTORY**

152. Since this was a regional project, the review examines “Partner Ownership and Drive-ness” (not “country ownership and drive-ness”). The project was designed to be integrated into the programmes of partner institutions, including UNEP sub-programmes that support the African countries on environment. All stakeholders that are essential for moving from project outputs to outcomes and from outcomes to intermediate states and eventually impacts were engaged in its implementation, taking lead roles in strategic direction of project delivery, advocating for change to achieve higher level results, accepting project results and contributing co-finance. Inside the UN agencies, UNEP brought coherence across different thematic areas of the ROA, enabling different units to work together to deliver outputs. It also consolidated UNEP’s contribution as a non-resident agency to the UN in countries by convening the expertise of the whole UN regional and UNCTs to address coherence of implementation of the SDGs, an area of high priority within the UN system, especially the at the country levels. The UNCTs and AMCEN work directly with multiple ministries responsible for delivery of SDGs and mainstreaming environmental sustainability and resilience into development policies, respectively.



153. Capacity enhancement of AMCEN and the AGN strengthened contribution of Africa on matters environment with the consequent stronger ability to take regional environmental priorities to global attention to influence key global environmental and sustainable development processes while simultaneously bringing global issues to the attention of the region and countries. This a strong link to the translation of outcomes to impacts, via strengthened sustainability, at country, regional and global levels. Furthermore, the AGN on climate change has been able to mobilize their own resources and carry out their work without this project; and, AMCEN Trust Fund is able to receive more voluntary contributions form member states for its work.
154. The extreme partner-ownership and drive-ness is perhaps demonstrated by the fact that none of numerous project authored reports (outputs) make any reference to the project or UNEP!

## I7. Communication and Public Awareness

### **SATISFACTORY**

155. The SDGs project was designed as an umbrella project to convene the work and projects of different units within the UNEP Africa office, implemented through key partner programmes to deliver towards enhanced realization of the SDGs coherently. By design, therefore, project implementation involved a great deal of communication of learning and experience sharing between project partners. Common positions agreed by the AGN, National Focal Points for the UNFCCC, UNCBD and UNCCD and AMCEN were published by reports of AMCEN meetings. Proceedings of the COPs for the ten global events<sup>55</sup> that the project contributed to the preparation of common positions were published widely, including UNEP's synthesis of the key outcomes and lessons of each COP, shared widely on its communication channels. Implementation of the interventions aimed at policy makers and policy processes, such as AMCEN meetings, UNCTs and UN Country Assistance Frameworks and the EBAFOSA partnerships engaged the relevant stakeholders directly.
156. As reported previously, the projects produced two lessons learnt documents: Under the EBAFOSA platform, lessons were documented and shared from the 3 countries at the continental-level through the United Nations Country Teams and social media. This served to bridge data-action gaps more broadly, enhancing the application of data to inform pro-SDGS policy implementation across the continent. The project also supported the compilation dissemination of good practices in climate action from across Africa. The report focuses on initiatives where national governments have partnered specifically with UN entities, often together with other international partners, local stakeholders, and the private sector. Exchange of lessons, experiences and ideas on integrating environment sustainability and resilience in development policies for improved coherence of SDGs implementation was enabled by the four platforms/forums established by the project: (a) platform on environmental data and statistics; (b) forum for interactions among the heads of Environment Protection Agencies and Directors of Environment across the Africa; (c) UNCT

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<sup>55</sup> (i) Climate change issues debated at the UNFCCC COPs 26 (2021) and 27 (2022). (ii) Biodiversity conservation and sustainable development issues discussed in the UN Convention on Biodiversity Conservation (CBD) COP 15 held in 2022. (iii) Sustainable land management and desertification issues debated at the United Nations Convention to Combat Desertification COPs 15 (2022) and 16 (Jan 2024).

Focal Point system; (d) EBAFOSA policy frameworks in Nigeria, Uganda and Cameroon. UNEP will continue financial support to these new structures through its regular work and the new project being designed to continue the programmes of the SDGs project.

157. The “coherent policy implementation for food and livelihood in Africa” **UNDA project lessons** leveraged the following channels to propagate the lessons beyond the context of this project. Indeed, data was leveraged to enrich environmental solutions of climate action, nature action, and pollution action accessible to the informal sector and youth, which directly provided data for a policy that was applied to inform UNCTs and other continental policy processes. Specifically:

- Lessons and data developed by the project informed the preparation of a policy background paper on One-Health and Anti-Microbial Resistance (AMR) that informed an AMCEN decision; updates were shared on the UN information portal.
- Project results informed policy papers on a sustainable budgeting approach for Cameroon that are being shared for uptake by UNCTs to support countries in re-engineering their budget-making and making nature, climate, and pollution action a priority area.
- Results informed topical issues discussions with UNCTs on how leading countries' socioeconomic priorities and needs of interest, including in emerging areas, can be addressed through nature, climate, and pollution action. Discussions have been held with Benin, Botswana, Cameroon, Gabon, Namibia, and Nigeria on topical issues like food systems and socks from the energy crisis and leveraging accessible solutions to drive the implementation of SDGs at the country level through the environmental lens.
- Data was used to update the UN-wide information portal – the UNINFO, for continental-wide accessibility,
- Data was used to update the continental information portal with knowledge materials. The knowledge portal registers an average of 5,000 visits per month. The data was also shared in a continental lessons-sharing webinar.
- A continental cross-hybridization forum organised to share lessons on the uptake of environmental solutions towards enhancing food and livelihood security and buttressing multiple SDGs attracted over 300 persons convened for this forum. Lessons on informing entrepreneurship curriculum were also shared with the Ba Isago University in Botswana, resulting in the setting up of a climate action entrepreneurship centre at that university. Lessons sharing also focused on the uptake of clean cooking solutions in the DRC, whose food systems are highly threatened by degradation, with timber harvesting for fuel being a major risk driver.

158. Lessons have also been collated and disseminated on the results of the three small pilot projects on climate smart agriculture in Tanzania and Kenya and Ethiopia, access to renewable energy technologies for lighting and cooking in Mozambique, Malawi and South Africa.

## VI. Conclusions and recommendations

159. Despite the relatively short implementation period of three years, COVID-related restrictions and starting off with only 35% of the required budget, this project delivered significant results. It has significantly enhanced coherence with which the environmental dimension of the SDGs is integrated into regional and national policy frameworks, with consequent increase in financial resources and coherent effort to deliver towards enhanced realization of the SDGs. It has also effectively amplified the “voice” of African countries on matters environment, with the consequent stronger ability to take regional environmental priorities to global attention to influence key global environmental and sustainable development processes, while simultaneously bringing global issues to the attention of the region. These results are highly likely to lead to sustained impacts because the assumptions for progress from project outputs to project outcome hold, and the drivers to support transition from outputs to project outcome are in place.
160. These results have been achieved largely because the project targeted strategic policies and strategic partnerships mandated to drive economic development, as well as **critical policy makers and implementers** at the national and regional levels. These include AMCEN whose mandate is to ensure that Africa’s common positions on important environmental/climate change are informed by best science and data, and that they, in turn, influence sustainable development in Africa and globally. They include the UNCTs at the country level, which directly work with multiple ministries responsible for diverse SDGs, ensuring that the UN Country Development Frameworks (programmes and plans) are informed by data-based environmental assessments, using the lens of climate change, biodiversity loss and pollution to produce the CCAs that form the basis of those Development Assistance Frameworks. These teams are supported by Regional UNSDGs Teams and UN Opportunity Based Coalitions, which build capacity and provide technical assistance to mainstream environmental considerations in regional programmes promoting the coherent integration of the environmental dimension of the SDGs, enhancing pro-SDGs policy implementation.
161. At the local level<sup>56</sup>, the project engaged national-level policy actors through innovative platforms, such as the EBAFOSA that mobilised policy and non-policy actors for coherent actions in enhancing EBA-driven agriculture with clean energy. Under this platform, the partnerships included accessible local/traditional governance structures that are inherent part of Africa’s policy/institutional fabric and communal cooperatives that are connected to the majority of actors, especially in the informal sectors. These local institutions proved effective in promoting uptake of the EBA-driven agriculture with clean energy as catalytic to realisation of multiple SDGs. Furthermore, working through these accessible structures ensures lower risk and provides a convening space for accountability through which a critical mass of potential off-takers can be rapidly mobilized. In addition, such structures that already engage the community make it easier to trace and account for progress as this is embedded in local institutions that transcend individuals. Consequently, this UNDA 2124G project anchored EBA and clean energy applications for food and livelihood security as critical enablers to the realization of multiple SDGs in some of the most prioritized policy instruments in economies.
162. Although implemented by a large team of UNEP staff members in partnership with a broad range of partners, the project was effectively managed, reflected in the overall score of “Satisfactory” with contributing high scores in efficiency, relevance, sustainability, country

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<sup>56</sup> For example through the UNDA Project

ownership and driveness and communication and public awareness. However, despite having a practical M&E system, the third annual report and the project final report did not reflect the project results adequately. The TR deems it necessary to produce a comprehensive final project report to document the many outputs and results produced by the project.

Table 11 provides a summary of the findings along the UNEP Review criteria .These findings, which are underpinned by the preceding analysis and justifications, form the basis of the few recommendations and the lessons outlined below.

**Lessons Learned and Recommendations**

Lesson	Context
Lesson 1: The clearest lesson from this project is that well-positioned, modest investments can have far reaching, transformative results, when the right partnerships target strategic policy processes and empower the most relevant drivers of economic development	The project’s planned budget was US\$ 9,236,398; of which only 35% was available at the start of implementation. Although the project mobilized US\$ 10,593,070.60 and spent US\$ 8,844,555.99, these are very small investments for an Africa-wide project. However, the project delivered considerable results and created conditions to support the translation of the results into impacts. In recognition of the fact that policies drive economic growth and development, the focused on building the capacity of the relevant development players, at local, national and regional levels, increasing their abilities to choose policy paths that are sustainable - integrating environmental sustainability and climate resilience into development processes, increasing the effort and coherence of the implementation of SDGs and Agenda 2063, leading to more sustainable, resilient and carbon neutral development while simultaneously halting, preventing and reversing degradation of Africa’s natural capital, the bedrock of economic development and livelihoods.
Lesson 2: Related to the lesson 1, traditional institutions are key players and can be effective partners when the vision for development is clear.	Local/traditional governance structures and local financing structures of communal cooperatives are an inherent part of Africa’s policy/institutional fabric that is connected to the majority of actors, especially in the informal sector. Under the EBAFOSA platform, these traditional institutions provided the much-needed bridge to mobilize community investments for data-generating enterprise actions and to connect ground empirical data with policy actions, and in so doing, enhanced the implement-ability of policy, ensuring the policies that end up prioritised are responsive to prevailing and current needs of communities expected to make behavioural shifts.
Lesson 3: The project confirmed that indeed, anchoring EBA and clean energy applications for food and livelihood security are critical enablers to the realization of multiple SDGs.	The partnerships for EBAFOSA Policy Frameworks mobilized and empowered in Nigeria, Uganda and Cameroon anchored EBA and clean energy applications for food and livelihood security as critical enablers to the realization of multiple SDGs in some of the most prioritized policy instruments in economies. Furthermore, the integration of climate action aspects should be implemented through youth-led enterprise actions. The informal sector, which constitutes the bulk of ground implementers and has the ability to unlock traceability of progress and impact, is starting to be accurately established to ensure work builds on successes that have been objectively proven on the ground to be most

	optimal for impact. Ensuring policy is recalibrated following what has proven to work on the ground ensures that incentives are targeted at the highest potential for success in the long term.
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### Recommendations

Recommendation	Write a comprehensive end of project report that captures and documents the many and useful outputs and results produced by the project.
Challenge/problem to be addressed by the recommendation.	Despite having a robust M&E plan, only the first two annual reports provide a comprehensive analysis of project deliverables. Unfortunately, most of the project outputs were incomplete during this period. The third annual report and the project closure reports are sketchy and devoid of detailed analysis and they fail to capture the many and useful deliverables of the project. This made it incredibly difficult to obtain information for this review, especially given that the outputs (reports, papers, strategies, technical papers) produced under the project and uploaded onto the UNEP PIMS do not make any reference to the project or UNEP.
Priority Level:	Opportunity for improvement:
Type of Recommendation	UNEP Project Management Committee
Responsibility:	UNEP Project Management Committee
Proposed implementation time-frame:	Immediate uptake as the comprehensive end of project report should be part of the project documents in PIMS.
Recommendation #2:	Undertake detailed review of sub-projects, where deemed appropriate.
Challenge/problem to be addressed by the recommendation:	<p>This umbrella project had several sub-projects implemented in different countries, funded by different donors, which may require additional reviews, targeted at the sub-project activities and using review guidelines of specific donors. Such reviews may capture in-depth project-specific issues not captured by the current review, which utilized UNEP Review Guidelines. Given the broad nature of the umbrella project, the limited time allocated to this review and the fact that there was no planned field missions, it is likely that this report may not cover all the details required by the different donors to the sub-projects.</p> <p>Five sub-projects of relevance are:</p> <ul style="list-style-type: none"> <li>- Partnerships for EBAFOSA Policy Frameworks mobilization and empowerment in Nigeria, Uganda and Cameroon, financed by UNDA.</li> <li>- Integrated land management activities in peri-urban areas for Land Degradation Neutrality and income creation in Ethiopia,</li> </ul>

	<p>also known as the Greening Drylands Project (GDP) financed by UNCCCD.</p> <ul style="list-style-type: none"> <li>- Hybridized Clean Energy to Drive Climate Smart Agriculture and Agri Value Chain Project in Rongai Sub-County, Nakuru County, Kenya.</li> <li>- Renewable energy technologies for lighting and cooking project (Mozambique, Malawi and South Africa.</li> <li>- Capacity for climate smart agriculture in Dodoma, Tanzania, as part of UNEP's project on Ecosystems Based Adaptation for rural resilience project (EBARR).</li> </ul>
<b>Priority Level:</b>	Depends on donors to the sub-projects
<b>Type of Recommendation</b>	Project
<b>Responsibility:</b>	UNEP
<b>Proposed implementation time-frame:</b>	To be determined by the schedules of the donors to the sub-projects.
Recommendation #3:	Monitor human rights, gender, social and environmental safeguard in the follow up project:
Challenge/problem to be addressed by the recommendation:	<p>Inadequate integration of gender and human rights, social and environmental safeguard issues into the project design, implementation and monitoring.</p> <p>Impacts of climate change have gender and human rights aspects. Climate change and natural disasters affect the poor, marginalized, women and men differently. Despite the vulnerabilities experienced by women and girls, they are often unable to voice their specific needs. The exclusion of these voices also means that their extensive knowledge of the environment and adaptation/coping mechanisms is untapped.</p> <p>Although the project implementation is influenced by the compliance with gender and human rights, social and environmental safeguard issues of key partner institutions, UNEP, as the executor of the project should be more pro-active in monitoring this compliance (in regards to the project) and incorporate the information in reporting.</p>
<b>Priority Level:</b>	Important
<b>Type of Recommendation</b>	UNEP-wide
<b>Responsibility:</b>	UNEP
<b>Proposed implementation time-frame:</b>	Immediate uptake in the design and implementation of the proposed follow up project.

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

The UNEP Evaluation Office formally quality assesses (see Annex XIII) 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 finds that the quality of the Report is at the Moderately Satisfactory level and validates the overall project performance rating at the '**Satisfactory**' level.

Table 11: Ratings and summarized justification for the rating

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
<b>Strategic Relevance</b>		<b>HS</b>	The rating is validated.	<b>HS</b>
1. Alignment to UNEP MTS, POW and strategic priorities	The original project was designed under the 2020-2021 PoW where it contributed to several indicators of Sub-programme 4: Environmental Governance. Following the second approved extension (2022-2023), the project was updated to reflect its contributions to the PoW 2022-2023, where it contributes to several indicators of the main programmes on Climate Action, Nature Action, Chemicals and Pollution Action as well as to the foundational programmes of Science-Policy and Environmental Governance. The project outcomes and outputs directly address UNEP's mandate within the UN organization – that of leading and coordinating action on environmental matters within the United Nations system, where it is tasked to spearhead environmental governance in all international, regional and national entities, to support countries to implement, among others, the environmental dimension of the 2030 Agenda, the resolutions of the United Nations Environment Assembly, as well as internationally agreed global environmental goals.	<b>HS</b>	The rating is validated.	<b>HS</b>
2. Alignment to Donor/Partner strategic priorities	The project was in line with the strategic objectives of the many donors (Table 4) who provided financial resources precisely because the work of the project was in line with their own objectives. The project was designed as a vehicle for UNEP to raise funds, internally and externally, and to increase resources available to mainstream environmental considerations into the SDGs and Agenda 2063 by UN the system, regional bodies and national governments. The project received funds from donors looking for avenues to direct funds into promoting the mainstreaming of environmental considerations into the SDGs and the AU's Agenda 2063. Table 4 lists all the donors to the project.	<b>S</b>	The rating is validated.	<b>S</b>



Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
<p>3. Relevance to global, regional, sub-regional and national environmental priorities</p>	<p>The project recognized that whereas the primary responsibility of implementing the SDGs and Agenda 2063 lies with Member States, regional mechanisms such as regional ministerial fora on environment and other relevant platforms play a major role in catalysing and influencing global and national strategies and priorities such as those relating to the environmental dimension. It therefore targeted both regional, sub-regional and national entities with the responsibility for the implementation of SDG and Agenda 2063 related programmes, in support to their stated objectives of utilizing Africa's natural capital for sustainable development and poverty reduction, while preventing, halting and/or reverting its degradation.</p> <p>The project objective was in line with the AMCEN, which sets the environmental agenda in Africa, and plays a strong advocacy role on environmental sustainability and matters related to environmental management and protection. The project objectives were also in line with the strategic objective of all regional economic communities, whose major priority is to provide platforms for regional approaches for policy harmonization. The key RECs engaged by the project are; Arab Maghreb Union, Community of Sahel-Saharan States, Common Market for Eastern and Southern Africa, Economic Community of Central African States, Economic Community of West African States, Inter-Governmental Authority on Development, East African Community and Southern African Development Community, the Central African Economic and Monetary Community, the Economic Community of the Great Lake Countries, the Indian Ocean Commission, the Mano River Union and the West African Economic and Monetary Union.</p>	<p><b>HS</b></p>	<p>The rating is validated.</p>	<p>HS</p>

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
4. Complementarity with relevant existing interventions/coherence	<p>The project design was built on the progress achieved via four previous projects implemented by UNEP in Africa, which innovatively supported countries to coherently implement policies in key SDGs sectors of EBA-driven agriculture with clean energy towards enhancing food and livelihood security as a catalytic area to unlock multiple SDGs. The project objectives were in line with the strategic objective of mainstreaming climate considerations in the implementation of programmes related to important regional Multilateral Environmental Agreements, namely: the 2003 Maputo convention on environment and natural resources, the 1991 African Economic Community Treaty (Abuja Treaty), the 1991 Bamako Convention on the Ban of the Import into Africa and the Control of Transboundary Movement and Management of Hazardous Wastes (Bamako Convention), Lusaka Agreement on Co-operative Enforcement Operations Directed at Illegal Trade in Wild Fauna and Flora, the 2016 African Union Charter on Maritime Security, Safety and Development (Lome Charter).</p>	<b>HS</b>	<p>The rating is revised.</p> <p>The project design is aligned with many other relevant projects and initiatives. However, it does not necessarily anticipate identified benefits to collaboration with other recent, ongoing or planned interventions by UNEP or other organisations working in the project area or on the same problem/issue.</p> <p>This means that the project does not meet all conditions of the 'Highly Satisfactory' rating of this sub-criterion. Hence, the rating has been adjusted to 'Satisfactory'.</p>	S
<b>Quality of Project Design</b>	<p>The project design weighted score of 4.8 (Table 5 and Annex D of the project inception report). Strong points include: <b>Comprehensive analysis of the context, setting up a strong basis for the problem tree and theory of change.</b> The TOC clearly explains the causal pathways, building on the objectives tree, presenting clear and realistic intervention logic on how outputs would be delivered, and how the outputs would contribute to higher results and impacts, including contribution to the Program of Work (2022-2023). The drivers and assumptions are realistic and well described. Project design and hence implementation was highly integrated into the existing programs of the implementing partners, hence embedded efficiency, sustainability, replication and catalytic action.</p>	<b>S</b>	<b>The rating is validated.</b>	<b>S</b>

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
<b>Nature of External Context</b>	Tigray conflict (Ethiopia and Eritrea) internal conflict in some parts of Somalia, as well as the outbreak of the CORONA pandemic posed challenges to project implementation – which were all tackled via adaptive management.	<b>MF</b>	<p>The rating is revised.</p> <p>Unanticipated political instability in a few target countries, i.e., internal conflicts in Ethiopia and Eritrea, negatively affected the project's operations, including a delay in full-scale implementation. Furthermore, the COVID-19 pandemic also caused considerable disruption to implementation, leading to two no-cost extensions.</p> <p>Therefore, the rating has been adjusted to 'Moderately Unfavourable'.</p>	<b>MU</b>
<b>Effectiveness</b>		<b>S</b>	The rating is validated.	<b>S</b>

<p>1. Availability of outputs</p>	<p>The project delivered all planned outputs except the final regional strategy for governance of African oceans<sup>57</sup>. Under outcome 1, the project provided technical support to 27 regional fora (e.g. AMCEN, Conference of Parties meetings) at which numerous common position outcomes were adopted that integrate environmental and sustainable development, surpassing its set target. It developed three policy briefs outlining the key aspects necessary to promote inclusive and beneficial youth and gender engagement in sustainable Natural Resource Governance, in the context of climate change. It also developed guidelines on incorporation of environmental sustainability, resilience and climate action in the voluntary national reviews (VNRs) of the 2030 Agenda for Sustainable Development</p> <p>Under outcome 2, it developed three policy briefs outlining the key aspects necessary to promote inclusive and beneficial youth and gender engagement in sustainable Natural Resource Governance, in the context of climate change. It developed guidelines on incorporation of environmental sustainability, resilience and climate action in the voluntary national reviews (VNRs) of the 2030 Agenda for Sustainable Development.</p> <p>Partnerships for EBAFOSA Policy Frameworks were mobilized and empowered in three countries: Nigeria, Uganda and Cameroon. This anchored EBA and clean energy applications for food and livelihood security as critical enablers to the realization of multiple SDGs in some of the most prioritized policy instruments in economies. Furthermore, capacity for climate smart agriculture was boosted in three countries; Tanzania, Ethiopia and Kenya. Access to renewable energy technologies for lighting and cooking was also boosted in three countries (Mozambique, Malawi and South Africa).</p> <p>Furthermore, four annual workplans of the Opportunity Issue Based Coalitions (OIBC, 2020 - 2023) integrated environmental sustainability and climate resilience; two draft cooperation framework were developed, one for strengthening regional forest governance of the Mayombe Transboundary Forest; and, a proposal for improved IGAD Region transboundary groundwater resources management. Good practices in climate action from across Africa were developed and widely disseminated. A UNCT Malawi Common Agenda for Climate</p>	<p><b>S</b></p>	<p>The rating is validated.</p>	<p><b>S</b></p>
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Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
	<p>Action was drafted and a platform on environmental data and statistics was established. Representatives of eight countries received training on leveraging national enablers of effective development cooperation, especially National Development Cooperation Policies (NDCPs), to enhance support by development partners for climate adaptation needs. A regional expert's network was established to keep these experts exchanging experiences.</p>			
<p>2. Achievement of project outcomes</p>	<p>Collectively, the project delivered the outcomes that are the most important to attain intermediate states. It has increased the capacity of African countries for the effective adoption of regional policies and strategies integrating environmental sustainability and resilience into development policies and processes, increasing the effectiveness of these policies to catalyze the achievement of SDGs and Agenda 2063. Furthermore, the assumptions for progress from project outputs to project outcome hold, and the drivers to support transition from outputs to project outcome are in place.</p> <p>Under outcome 1, the project amplified the “voice” of African countries on matters environment with the consequent stronger ability to take regional environmental priorities to global attention to influence key global environmental and sustainable development processes while simultaneously bringing global issues to the attention of the region.</p> <p>Under outcome 2, the project has strengthened the capacity of the regional UN teams (such as the Regional United Nations Sustainable Development Group) and national teams such as the UNCT and the UN Resident Coordinators Office to mainstream environment and climate resilience: consequently, numerous plans and strategies are well placed to effectively catalyze the achievement of Agenda 2063 and SDGs, particularly SDGs 6, 8, 12, 14, 15 and 17, on which UNEP reports.</p>	<p><b>S</b></p>	<p>The rating is validated.</p>	<p>S</p>

<sup>57</sup> The project delivered a ready draft of the strategy but the final stages of approval are the responsibility of IGAD, with the project support. This output will be delivered in the follow up project being designed to continue the mainstreaming of environmental sustainability into development policies and processes to improve the coherence of SDG implementation

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
3. Likelihood of impact	<p>The long-term impacts expected from this project are the reduction of the rate of degradation of the natural resources in Africa, with consequent improvement in the livelihoods of its people. The intermediate states are that: increase in capacities and financial resources (effort) for more coherent implementation of SDGs and Agenda 2063 in Africa, making development more sustainable and resilient, with a lower carbon footprint. The TR finds that the project fully delivered the outcomes that are the most important to attain the two intermediate states. Crucially, the project has increased the capacity of critical policy makers and implementers – by providing tools, guidelines and technical and logistical support to national and regional policy-level actors and UN teams, whose decisions are critical for long-term sustainability and replication and expansion of project products.</p> <p>The project has increased the ability of development players to choose policy paths that are sustainable by ensuring that the environmental, ecological and climate change dimensions of policy are considered at the same time as the economic, trade, energy, agricultural, industrial, and other dimensions on the same agendas and in the relevant local, national and international institutions.</p> <p>It enhanced the capacity of national and regional policy frameworks by engaging key policy structures such as AMCEN, UNCTs and local policy makers.</p>	L	The rating is validated.	L
Financial Management		S	The rating is corrected in accordance with the weighted rating scale because the rating has been revised for one of the sub-criteria under the 'Financial Management' criterion.	HS

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
1. Adherence to UNEP's financial policies and procedures	UNEP undertook project financial management, it allocated a Funds Management Officer to the project, who was incorporated into the PMT. Consequently, evidence shows that financial management was done in compliance with all UNEP regulations and there was excellent working relations between the Funds Management Officer and the rest of the project team	<b>S</b>	The rating is revised.  The reviewer's analysis in the report indicates that the project met all conditions of the 'Highly Satisfactory' rating of this sub-criterion. Therefore, the rating has been adjusted to 'Highly Satisfactory'.	HS
2. Completeness of project financial information	No cases of financial improprieties have been reported. Furthermore, the UNEP based output managers who responded to the TR questionnaire all confirmed that there had been timely approval and disbursement of cash advances to partners; the PMC undertook regular analysis of actual expenditure against budget and workplans, especially because the project was an actual fundraising vehicle and funds were mobilized along implementation	<b>S</b>	The rating is validated.	S
3. Communication between finance and project management staff	Due to the fact that the project was designed as a vehicle for mobilizing financial resources, financial analysis is presented on mobilized versus spent funds. Its planned budget was US\$ 9,236,398. However, it mobilized US\$ 10,593,070.60 and spent US\$ 8,844,555.99. The balance of US\$ 1,478,217.72 will be rolled over to the new project under development to continue addressing the pending issues.	<b>S</b>	The rating is validated.	S

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
<b>Efficiency</b>	The project design embedded efficiency through three strategies: Using the project as resource mobilization tool, Integrating implementation into existing structures and partnerships; Integrating environmental sustainability and resilience into national and regional policies, strategies and action plans	<b>S</b>	<p>The rating is revised.</p> <p>The project had two justified 'no-cost extensions' of 18 months in total partly due to the COVID-19 pandemic, which affected the project's efficiency. In addition, there is no strong evidence that the application of cost-effective approaches strongly supported the project implementation.</p> <p>These do not meet the conditions for the 'Satisfactory' rating. Therefore, the rating has been reduced to 'Moderately Satisfactory'.</p>	<b>MS</b>
<b>Monitoring and Reporting</b>	Although the M&E plan linked indicators to specific individuals, the annual reports for 2023 and the project closure are sketchy.	<b>MS</b>	<p>The rating is validated.</p> <p>However, the EOU notes inconsistencies within the report in the assignment of ratings under this section.</p>	<b>MS</b>
1. Monitoring design and budgeting	The project had a clear and realistic and adequately budgeted M&E plan which linked indicator to responsible officers for monitoring.	<b>S</b>	The rating is validated.	<b>S</b>
2. Monitoring of project implementation	For the first two years, the M&E systems was evidently used to track and report progress on implementation and deliveries (as reflected in project reports).	<b>MS</b>	The rating is validated.	<b>MS</b>
3. Project reporting	The project has produced numerous outputs in form of reports, workshop proceedings, guidelines and strategies, which are all uploaded to the UNEP PIMS (project information management system). However, the annual and final reports do not adequately capture the results. Furthermore, the outputs on PIMS (reports, workshop proceedings, guidelines and strategies) do not make any reference to the project or to UNEP.	<b>MU</b>	The rating is validated.	<b>MU</b>



Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
<b>Sustainability</b>	It is highly likely that project results will be sustained due to the fact that the project build on existing programs of relevant partners, it targeted policies and existing policy frameworks, working through the institutions with recognized mandates for policy and development; and, it delivered structures, guidelines and curriculums for continued use by those mandated to support implementation of SDGs and Agenda 2063	<b>L</b>	<b>The rating is validated.</b>	<b>L</b>
1. Socio-political sustainability	From the foregoing, the TR finds that the outcomes are long-term (policies and capacities). Furthermore, although sustainability of these outcomes has a moderate degree of dependency on social/political factors, there is very high level of ownership, interest and commitment for the project outcomes by all the stakeholders. Together with the continued support from UNEP to all the project stakeholders and the new project being designed, these measures constitute a reliable mechanism for responding to changes in the social/political context, should it become necessary.	<b>L</b>	<p>The rating is revised.</p> <p>The evaluation report notes that 1) the sustainability of project outcomes has a moderate degree of dependency on social/ political factors, 2) outcomes are long-term, 3) there is a very high level of ownership, interest, and commitment among all stakeholders to sustain outcomes, and 4) measures that the project took (including the new project being designed) serve as a reliable mechanism for responding to changes in the social/political context, should it become necessary.</p> <p>Therefore, the rating could be adjusted to 'Highly Likely' following the matrix.</p>	<b>HL</b>
2. Financial sustainability	The project created pro-SDGS policy pathways by integrating environmental considerations into SDG progammes; for example integrating EBA-driven agriculture and clean energy for food and livelihood security into climate finance strategies. This increases financial resources for pro-SDG interventions. Furthermore, the UNCT and its country-based UN Development Assistance Framework will continue to support the actual implementation, thereby making it likely that the financing will be available for long-term sustainability.	<b>L</b>	<b>The rating is validated.</b>	<b>L</b>

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
3. Institutional sustainability	Majority of the institutions with the responsibility of sustaining the project outcomes were engaged in the project implementation and have demonstrated strong ownership and interest in the project. The project established four new platforms that will promote institutional sustainability: (a) platform on environmental data and statistics; (b) forum for interactions among the heads of Environment Protection Agencies and Directors of Environment across the Africa; (c) UNCT Focal Point system; (d) EBAFOSA policy frameworks in Nigeria, Uganda and Cameroon. UNEP will continue financial support to these new structures through its regular work and the new project being designed to continue the programmes of the SDGs project.	L	The rating is validated.	L
<b>Factors Affecting Performance</b>		<b>S</b>	<b>The rating is validated.</b>	<b>S</b>
1. Preparation and readiness	The project design build on a previous project and programmes of partner institutions, creating favourable preparedness and readiness for rapid project take-off. Indeed, project inception meeting was held one week after project approval and first disbursement followed in the same week.	HS	The rating is validated.	HS
2. Quality of project management and supervision	The project was designed and managed by a team of senior staff of the UNEP ROA, who constituted the project management team. The high scores on effectiveness reflect the high quality of project management and supervision.	S	The rating is validated.	S
2.1 UNEP/Implementing Agency:			The rating is validated.	S
2.2 Partners/Executing Agency:	NA	N/A	N/A	N/A

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
3. Stakeholders' participation and cooperation	The design of the project was informed by a clear stakeholder analysis. Direct stakeholders were primarily policy makers at regional and national levels, in governments, the UN system and regional bodies. Indirect stakeholders included civil society, academia, private sector and the general populations in the fifty four African countries. Where the project implemented on-the ground activities to demonstrate clean cooking technologies and climate smart agricultural practices the design of these sub-projects was based on clear stakeholder analysis	S	The rating is validated.	S
4. Responsiveness to human rights and gender equality	The project was designed by UNEP Regional Office for Africa, in compliance with UNEP guidelines on human rights and gender equity, with a gender score of 2a. Furthermore, the project states clearly that it would support governments and the UN system to implement the "leaving no one behind principle". However, the project implementation on the policy work (big part of the project) seems to have been gender-blind, it had no budget designated to gender activities and the project reports do not refer to gender equity, except for the reports of the relatively small projects piloted on the ground in several countries.	MS	The rating is validated.	MS
5. Environmental and social safeguards	The environmental and social safeguard assessment did not trigger any safeguard risks for the both the main project and the sub-projects under output 2.1; the overall project is rated low risk, hence no further risk management interventions were required. The project was monitored for safeguard issues, which are reported in the annual reports. No challenges were encountered.	S	The rating is validated.	S
6. Country ownership and driven-ness	The project was designed to be integrated into the programmes of partner institutions, including UNEP sub-programmes that support the African countries on environment. All stakeholders that are essential for moving from project outputs to outcomes and from outcomes to intermediate states and eventually impacts were engaged in its implementation, taking lead roles in strategic direction of project delivery, advocating for change to achieve higher level results, accepting project results and contributing co-finance.	HS	The rating is validated.	HS

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
7. Communication and public awareness	<p>Project implementation involved a great deal of communication of learning and experience sharing between project partners, ensured by design. Common positions agreed by the AGN, National Focal Points for the UNFCCC, UNCBD and UNCCD and AMCEN were published by reports of AMCEN meetings. Proceedings of the COPs for the ten global events that the project contributed to the preparation of common positions were published widely, including UNEP's synthesis of the key outcomes and lessons of each COP, shared widely on its communication channels. Implementation of the interventions aimed at policy makers and policy processes, such as AMCEN meetings, UNCTs and UN Country Assistance Frameworks and the EBAFOSA partnerships engaged the relevant stakeholders directly and produced and disseminated key lessons.</p>	S	The rating is validated.	S
<b>Overall Project Performance Rating</b>		S	The overall project performance rating is validated.	S

## VII. Annexes

### ANNEX I: Responses to Stakeholder Comments

*Table 12: Responses to Stakeholder Comments received but not fully accepted by the reviewer as appropriate*

Page Ref	Stakeholder Comment	Reviewer Response
Many different pages	UNEP Team made several comments of editorial nature, some seeking to highlight achievements of sub-projects.	All editorial comments from managers of the sub-projects and the finance office were accepted in whole except the area highlighted below.
	In particular, the Manger of the Partnerships for EBAFOSA Policy Frameworks Mobilization and Empowerment in Nigeria, Uganda and Cameroon suggested text to be included in numerous places, highlighting the achievements of the sub-project.	<p>The comments from the Manger of the Partnerships for EBAFOSA Policy Frameworks Mobilization and Empowerment in Nigeria, Uganda and Cameroon were accepted as the reviewer felt appropriate, bearing in mind that the SDG umbrella project had many sub-projects. Accepting all the suggested text would have skewed the review findings, yet providing the same level of detail to all the sub-projects would have resulted in an extremely long report.</p> <p>The reviewer made a recommendation that the EBAFOSA project be reviewed independently, using the review guidelines of its donor, the UNDA.</p>

### ANNEX II: REVIEW FRAMEWORK MATRIX

163. The review was guided by two instruments: The review framework and a brief questionnaire for the managers of the sub-projects – on technical substance and financial management.

*Table 13: Review Framework*

Key question	Potential Indicator	Source of Verification
<b>Criteria 1: Strategic relevance</b>		
Was the project aligned to UNEP MTS and PoW and their strategic priorities?	Level of alignment of the project with UNEP MTS and PoW and strategic priorities	Project document, Project Reports, Official UNEP MTS and PoW
How far was the project in line with UNEP and other Donor strategic priorities?	Level of alignment of the project with UNEP and other donors strategic priorities	Published UNEP and other donors Strategic priorities, Prodoc and the Assessment of Quality at Design matrix

To what extent was the project relevant to Global, Regional, Sub-regional and National SDGs and the role of environment in the SDG and Agenda 2063 priorities	Analysis of the Global, Regional, Sub-regional and National SDGs and the role of environment in the SDG and Agenda 2063 priorities in project document	National, Regional and Global programmes and initiatives on SDGs, Agenda 2063, Project Reports
Was complementarity with other relevant on-going and planned initiatives considered during the design, inception and/or implementation stages?	Analysis and mention of synergies in the project document and reports	Project document and project reports, discussions with executing agency staff, UNEP staff and the Project Steering/Management Committee/ Management Committee.
<b>Criteria 2: Project Preparation</b>		
How well did the project design comply with UNEP requirements for project preparation, as outlined in the annotated project template?	Compliance with the guidelines in the annotated project template, including clear compliance with sections on stakeholders and gender, amongst many others.	Project document, PDQ analysis template (Annex D to this Inception Report), project reports
<b>Criteria 3: Nature of External Context</b>		
Did the project face challenges related to the political, environmental, social, institutional context at any stage of implementation? If so how did the project adapt to the changes?	Reported nature of context and adaptive management measures in response to changes in context	Project document, project progress reports, discussions with key stakeholders including Project Steering/Management Committee, project partners and project staff
<b>Criteria 4: Effectiveness</b>		
<i>Criteria 4.1: Achievement of project outputs</i>		
To what extent has the project delivered programmed outputs and achieved milestones stated in the project document (outputs assessed for quantity, quality and timeliness)?	Number of programmed outputs produced in a timely manner within budget and judged to be of good quality by the relevant authorities (PSC, UNEP, Partners).	Publications, study reports, progress reports completed, discussions with executing agency staff
Were key stakeholders appropriately involved in producing the programmed outputs?	Stated contribution of stakeholders in achievement of outputs	Project document, project progress reports, discussions with key stakeholders including Project Steering/Management Committee, project partners and project staff
<i>Criteria 4.2: Achievement of Direct Outcomes</i>		
To what extent has the project achieved/led to the achievement of the outcomes in the reconstructed theory of change?	Number of outcomes achieved	Publications, study reports, Progress reports, discussions with project executing agency staff and project partners

To what extent has the project achieved/led to the achievement of the intermediate states outlined in the TOC at TE?	Extent of contribution attributable to project results	Project document, project progress reports, discussions with key stakeholders including Project Steering/Management Committee, project partners and project staff
To what extent have the project findings been made available to decision makers as well as the public, and relevant interest groups?	Level of dissemination of findings to decision makers as well as the public, and relevant interest groups	Dissemination materials (publications, information kits) Communication activities (press articles, TV programmes).
Is the required capacity available to achieve outputs?	Quality of reports and achievements	Publications, reports, discussions with project management team
<b>Criteria 4.3: Likelihood of Impact</b>		
Is the level of ownership by the main national and stakeholders sufficient to allow for the project results to be sustained?	Key stakeholders participate actively in implementation and replication of project activities and results	Project document, project progress reports, discussions with key stakeholders (governments, UN and Regional bodies, UNCTs and other key stakeholder) as well as Project Steering/Management Committee, project partners and project staff
Are relevant stakeholders (governments, UN and Regional bodies, UNCTs and other key stakeholder) aware, interested and committed to integrate environmental considerations into SDGs and Agenda 2063 programmes?	Extent of engagement of the relevant beneficiaries in the programme and the number and content of inter-institutional agreements to execute and enforce programmes, plans and project results	
Did the project conduct succession planning in the life of the project?	Succession planning reports	
<b>Criteria 5: Financial Management</b>		
How well are standards (clarity, transparency, audit etc.) of financial and operational (staff recruitment, evaluation, secondary conditions) planning, management and reporting applied, to ensure that sufficient and timely financial resources were available to the project and its partners	Quality of standards for financial and operative management	Financial and audit reports, project progress reports, discussions with the project management unit, including administrative staff.
Has co-financing materialized as planned at project approval?	Level of co-financing related to original planning	Project Reports, discussions with PSC/PMC and the UNEP Task Manager
Has there been any irregularities in procurement, use of financial resources that impacted project performance?	Number of cases of irregularities	Financial and audit reports, discussions with project staff and UNEP Financial Manager
<b>Criteria 6: Efficiency</b>		

Is implementation on track or are delays threatening the delivery of project outputs?	Timeliness of outputs delivered and extent to which milestones were delivered in line with the original project plan and/or approved revisions.	Publications, progress reports, discussions with Project Management Team and project partners and beneficiaries.
To what extent have other administrative processes such as recruitment of staff, procurement of goods and services (including consultants) and staff movement influenced project performance?	Number of cases where processes influenced project performance	Project document, project progress reports, discussions with key stakeholders including Project Steering/Management Committee, project partners and project staff
What is the likeliness of the project being fully implemented within the allocated budget?	Number of outputs completed and within budgetary allocations	Financial reports, discussions with project management team and project partners
Is technical and financial reporting timely and of adequate quality?	Reports completed to-date of required standard	Project Reports, financial and audit reports, technical publications.
<b>Criteria 7: Monitoring and Reporting</b>		
Did the monitoring system work efficiently to enable timely tracking of results and progress to meet the project objectives during the implementation period?	Success level of implementation of monitoring system	Project Reports, discussions with project management team and UNEP Task Manager
Were the monitoring results used to improve project performance and to adapt to changing needs?	Any change brought to original project document to adapt to the changing needs, justified by the results of the M&E process.	Project Reports, discussions with project management team and UNEP Task Manager
Were Project Reports, half-yearly progress & financial reports complete and accurate?	Level of completeness and accuracy of reports	Project progress and implementation reports
<b>Criteria 8: Sustainability</b>		
Is the socio-political context conducive to support the continuity and further development of project outcomes	Evidence that project outcomes either do not require additional funds to continue roll out or that such funds are available where relevant.	Project Reports, Policy documents, discussions with the PSC/PMC and project partners.
How far have the project partners and beneficiaries assumed responsibility and provided adequate support and collaboration in the project execution so far?	Level of collaboration of partners	Reports on roles of partners in the outputs, discussions with the PSC/PMC and project partners.



Are financial resources sufficient to complete the project as planned?	Budget allocations	Financial reports, discussions with project management team and project partners
How robust are the institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. required to sustain project outcomes and benefit the environment and communities in the future?	Level of commitment, proved by formal agreements, recommendations, declarations, of key stakeholders, beneficiaries and partners in governance structures that sustain project results	Project Reports, discussions with key stakeholders including PSC/PMC and participating partner institutions.
<b>Criteria 9: Factors and Processes Affecting Project Performance</b>		
What was the level of preparedness and readiness of stakeholders and partners? Were appropriate measures taken to address weaknesses in the project design, including the implementation mechanisms?	Level of success of project, number of outcomes completed on time and evidence of contribution towards impacts.	Project inception report, Technical and Financial progress reports, Number of technical reports of adequate quality
Was project management adequate, effective and efficient (skills, leadership, coordination, adaptive capacity)? Were sufficient adaptations made ensure smooth implementation?	Level of satisfaction (among partners and project staff) of project management team	Review of Project Reports, financial and audit reports, discussions with project staff stakeholders and partners
Did the executing agency respond to direction and guidance provided by the UNEP Task Manager?	Number of challenges faced and overcome	Progress reports, minutes of the PSC meetings, discussions with executing organization staff and UNEP Task Manager
How successful was the project in engaging stakeholders outside the government system (i.e. private sector, NGOs, universities and research bodies, the civil society and community groups)?	Number of stakeholder groups involved in the project and their perceived level of engagement	Progress reports, output reports, discussions with the PSC, partner institutions and other project management staff
Did the project design and/or adaptive management applied during implementation to guarantee Gender Equity and Human Rights?	Level of participation of women in the project and measures taken to ensure human rights	Discussions with project management staff, publications, outputs' reports
How far have the project partners and beneficiaries (especially national governments been involved in the execution of the project, including the safeguarding of the needs and interests of all gender and marginalized groups?	Available co-finance; endorsement of project outputs by the project partners and beneficiaries.	Project Reports, financial reports, discussions with project partners and beneficiaries and project staff, project progress reports.
Are the activities and outputs of the project made visible so that the project results, outputs and lessons are reaching	Level of communication and awareness initiatives, workshops, media articles	Progress and project reports, awareness raising strategies,

the intended wide stakeholder groups and taking into consideration the needs of gender and marginalized groups?		discussions with the PSC/PMC and partner institutions.
<b>Result</b>	<b>Milestones</b>	<b>Indicator</b>
<b>Output 1.1</b>	<ol style="list-style-type: none"> <li>1. Policy papers on environment contributing to the Regional Forum on Sustainable Development prepared and delivered</li> <li>2. 4th Inter-ministerial Conference on Health and Environment in Africa adopts a joint declaration on health and environment drafted for submission.</li> <li>3. Regional policy framework on green business development prepared and to be delivered at AMCEN18.</li> <li>4. 18th session of AMCEN ministerial outcomes draft presented for submission that integrates environment and sustainable development</li> </ol>	<ol style="list-style-type: none"> <li>i. Number of regional strategies or plans on environment prepared and disseminated to the target audience</li> <li>ii. Number of regional fora with common position outcomes that integrate environmental and sustainable development drafted.</li> </ol>
<b>Output 1.2</b>	<ol style="list-style-type: none"> <li>1. Africa Ocean Ecosystems Governance Strategy issues paper prepared</li> <li>2. Regional Natural Resources Governance framework issues paper validated</li> </ol>	<ol style="list-style-type: none"> <li>i. Number of regional strategies or plans to address governance challenges of transboundary natural resources and oceans prepared and disseminated to the target audience</li> </ol>
<b>Output 2.1</b>	<ol style="list-style-type: none"> <li>1. Technical support to UNCTs and national authorities (including EPA focal points) on integration of environment and resilience actions in cooperation frameworks provided in 10 countries</li> <li>2. 45 % of involved UNCTs elaborating environmental sustainability and resilience actions in CCAs, annual reviews and cooperation frameworks</li> <li>3. 20% of UNCTs receive UNEP technical advisory support to prepare voluntary national reports</li> <li>4. At least 5 national statistical institutions have received technical support on environment statistics as a result of UNEP support.</li> </ol>	<ol style="list-style-type: none"> <li>i. Number of cooperation frameworks, annual reports/reviews and CCAs integrating environment, natural resource sustainability and climate resilience</li> <li>ii. Number of responses to UNCT requests for the integration of environmental sustainability and resilience in country frameworks</li> </ol>
<b>Output 2.2</b>	<ol style="list-style-type: none"> <li>1. Regional Sustainable Development Forum for Africa agrees on selected regional environmental topics for reporting progress of SDGs to the HLPF</li> <li>2. R-UNSDGS/RCM agrees on a regional annual work plan that incorporates the environment dimension of the SDGs</li> <li>3. At one UNSDGS/RCM regional draft strategy incorporate environment and climate resilience actions</li> </ol>	<ol style="list-style-type: none"> <li>i. Number of R-UNSDGS/RCM regional work plans and strategies incorporating environment and climate resilience</li> </ol>

<p><b>Outcome 1:</b></p>	<ol style="list-style-type: none"> <li>1. Action plan on ocean governance in Africa agreed upon by countries</li> <li>2. 4th Inter-ministerial Conference on Health and Environment in Africa adopts a joint declaration on health and environment</li> <li>3. 18th session of AMCEN adopts ministerial outcomes that integrates environment and sustainable development</li> <li>4. At least 2 national and regional policy frameworks/strategies on coherent implementation of SDGs adopted</li> </ol>	<ol style="list-style-type: none"> <li>i. Number of common positions adopted by governments and regional entities that integrate environmental sustainability emerging from UNEP policy advice</li> <li>ii. Number of national and regional plans or policies adopted by the governments and regional entities that integrate environmental sustainability emerging from UNEP policy advice</li> </ol>
<p><b>Outcome 2</b></p>	<p>At least 8 UN Development Cooperation Frameworks mainstream environment and climate actions by 2021</p> <p>Regional position on integration of environmental sustainability and climate resilience agreed upon for HLPF in 2021.</p> <p>At least 20 national governments institutions supported to use environmental data and information to inform UNCTs on national priorities</p>	<ol style="list-style-type: none"> <li>i. Number of UN cooperation frameworks that mainstream environmental sustainability as a result of UNEP support</li> </ol>

**Management led terminal review of the UNEP project**

**Project Title: Coherent Integration of the Environmental Dimension of the Sustainable Development Goals in Regional and National Policy Frameworks in Africa**

**Technical Questionnaire**

	Questions	Response
1	What was your role in the project?	
2	Who was the target of the project outputs that you were responsible for?	
3	In your view, what were the 4 most significant products/outputs of the project?	
4	In your view, what is the impact of the project?	
5	List respondents you consider important sources of information on this project that the reviewer will contact	
6	What has your institution done to ensure that the products, results and impacts of the project will be sustained post project?	
7	What has recipient institution done to ensure that the products, results and impacts of the project will be sustained?	
8	What lessons have you learnt from the project planning and implementation process worth sharing?	
9	What do you consider to be the unique strength of this project (as many as you can)	
10	What do you consider to have been the weakness of the project (as many as you can)	
11	If the project was being planned today, what changes would you recommend?	

12	Any other comment or information you consider important to the review that has not been catered for by the above questions?	
13	What recommendations do you have for any part of the project process?	

**Context: UNEP Guideline on Evaluation of Financial Management**

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

*The UNEP Evaluation Office notes the lack of UNEP guidance on the definition, calculation and ongoing reporting of in-kind contributions and acknowledges this as a limitation to financial analysis during reviews.*

**Adherence to UNEP’s Financial Policies and Procedures**

Please rate the issues in Table one, which will provide information to assess whether project financial management applied UNEP’s proper financial management standards and adherence with UNEP’s financial management policies. Kindly use the explanation column to explain any financial management issues that have affected the timely delivery of the project or the quality of its performance, explaining what the effects were and how the challenges were resolved.

1	Strongly disagree
2	Slightly disagree
3	Slightly agree
4	Strongly agree

**Table 1: Adherence to UNEP Financial Policies and Procedures**

Issue	Rating on scale of 1 to 4	Explanation (if there were issues how did the affect the project and how were they solved?)
There was timely approval and disbursement of cash advances to partners		
There was regular analysis of actual expenditure against budget and workplan		
There was timely submission of regular expenditure reports (six-monthly and annual)		
Expenditure was within the approved annual budget (or a timely revision submitted/approved)		

Regular budget revisions were made when relevant and for expenditure variations of 10% and above		
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**Completeness of Financial Information (only the Fund Manager)**

**Communication between Finance and Project Management Staff**

To assess the level of communication between the Project Manager and the Fund Management Officer as it relates to the effective delivery of the planned project and the needs of a responsive, adaptive management approach, please rate the following statements, on a scale of one to four.

1	Strongly disagree
2	Slightly disagree
3	Slightly agree
4	Strongly agree

Table 14: Rating communication between Finance and Project Management Staff

Issue	Rating	Explanation (if there were issues how did they affect the project and how were they solved?)
The project manager has strong awareness of the current financial status of project.		
The FMO has strong awareness of overall project progress when financial disbursements are made. (i.e. Disbursements made against good quality financial and technical progress reports).		
There is regular / frequent contact between PM and FMO		
The PM or FMO are proactive in raising and resolving financial issues		
All narrative and financial reports are reviewed by both finance and project staff members prior to submission		
There is evidence that good communication between financial and project staff members has positively affected project implementation (i.e. within budget, no extensions, more outputs than planned etc).		

**General reflection on budgeting and financial management**

Question	Response
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1.	What do you consider to be the unique strength of this project regarding budgeting and the consequent financial management (as many as you can)	
2.	What do you consider to have been the weakness of the project regarding budgeting and the consequent financial management (as many as you can)	
3.	If the project was being planned today, what changes would you recommend regarding budgeting and the consequent financial management?	
4.	Any other comment or information you consider important to the review that has not been catered for by the above questions (regarding budgeting and the consequent financial management)?	
5.	What recommendations do you have for any part of the project process (regarding budgeting and the consequent financial management)?	

**ANNEX 3: PEOPLE CONSULTED DURING THE REVIEW**

**Project team to be interviewed** – Management-Led Terminal Review for the project on 'Coherent Integration of the Environmental Dimension of the Sustainable Development Goals in Regional Policy Frameworks in Africa'

Name	Topic	Title	Gender
1. Richard Munang	EBAFOSA	Senior Programme Officer	M
2. Rhoda Wachira	Energy/Resource Efficiency	Officer In charge- Finance and Economic Transformation Unit	
3. Margaret Oduk (UNECA)	Project on "Integrated land management activities in peri-urban areas for Land Degradation Neutrality and income creation in Ethiopia"	Senior Liaison Officer, UNEP Addis Ababa	M
4. David Ombisi Julius Mwangemi	AMCEN	Head of AMCEN	M
5. Mr Nyambe (AUC)	Ocean governance	Director of Blue Economy and Sustainable Environment	M
6. Levis Kavagi	Strengthening regional groundwater governance of the IGAD region /strengthening regional forest governance of the Mayombe Transboundary Forest	Regional Coordinator, Ecosystems and Biodiversity	M
7. Charles Sebuakeera, Harrison Simo	UN Country Teams (UNCTs)	Programme Officer Assessment Unit	M
8. Jean Jacob, copy Julius Wambilyanga	UN Country Teams (UNCTs)	Coordination Officer Development Coordination Unit	M
9. Robert Wabunoha	Environmental Diplomacy/EPAs Ocean Governance etc	Regional Coordinator, Environmental Governance	M
10. Damaris Mungai	Youth and gender	Associate Programme Officer	F
11. Meseret Zemedkun	UN Country Teams	Head UNEP Southern Africa Sub Regional Office	F
12. Clara Makenya	UN Country Teams	Programme Officer UNEP, Tanzania	F
13. Mohamed Atani	UN Country Team	Head, UNEP West Africa Office	M
14. Stephen Ndeti	Finance		M

**ANNEX 4: KEY DOCUMENTS CONSULTED**

List of Documents to be Reviewed	
Title	Type
Original project document and the two approved extension documents.	Background planning documents.
Project Review Committee report (comments on the project design) and responses by the project design team.	
Minutes of Project Management Committees.	Project inception and management reports.

Annual project reports.	Project implementation reports.
Reports of AMCEN meetings: 8th Special Session of AMCEN, 18 <sup>th</sup> Session of AMCEN, 19 <sup>th</sup> Session of AMCEN <sup>58</sup> Deliberations of the 32nd meeting of the bureau of the African ministerial conference on the environment.	Report of the 32nd meeting of the bureau of the African ministerial conference on the environment, September and November 2021.
Deliberations of the UNCBD-COP15; UNFCCC-COP26, 27 and 28, UNEA 5 and UNCCD COP 16.	
Groundwater Programme for the IGAD Region: Draft Final Report (21st March, 2022).	Proposed groundwater programme on the major groundwater issues, such as knowledge enhancement, governance, management and development in all the IGAD Member States.
Zimbabwe United Nations Sustainable Development Cooperation Framework (2022 -2026).	The 2022-2026 Zimbabwe United Nations Sustainable Development Cooperation Framework (UNSDCF), articulating the strategic engagement of the United Nations Country Team (UNCT) in Zimbabwe to support the country achieve the Sustainable Development Goals (SDGs).
Guidelines for the Preparation of National Environment Summaries (NES) in Africa.	Guidelines developed by UNEP to ensure consistency and focus for different national teams preparing the National Environment Summaries (NES) that feed into Common Country Analysis (CCA) encompassing the latest scientific evidence, data, and relevant analytics.
Summary PSG Feedback on Common Country Analysis Djibouti and Rwanda November 2021.	Summary of the UNEP analysis of the quality of the Common Country Analysis Djibouti and Rwanda.
UN Common Country Analysis Report for Kenya - 13 May 2021.	Baseline report informing the UN United Nations Sustainable Development Cooperation Framework, articulating the strategic engagement of the United Nations Country Team in Kenya to support the country achieve the Sustainable Development Goals.
UN Eritrea and Rwanda Cooperation Frameworks (2022-26).	Framework describing the UN Results Framework for Eritrea and Rwanda.
Agency capacity and statement for planned contribution to the Cooperation Framework.	Templates and results for assessing capacity of countries to mainstream environmental considerations in their SDGs and UN joint Programmes (several countries).
Concept Notes on Project Assistance to SDG programmes in several countries.	Concept notes describing assistance required and how the project could deliver such support.
Strengthening Collaboration Between UNEP & EPAs in Africa.	Report of inaugural meeting- strengthening collaboration between UNEP & EPAs in Africa - 27 MAY 2022, (virtual meeting).
Project Performance Highlights.	Project implementation report summarizing key outputs and results from 2021 to 2022.
African Ministerial Conference on the Environment.	Report of the Eighteenth session of African Ministerial Conference on the Environment.
Towards an African Strategy for Ocean Governance.	Report of the third consultative meeting on the development of an African Strategy for Ocean Governance.
Accelerating the Transition towards a Circular Economy in Africa and Assessment of Green Financing Mechanisms for Micro Small and Medium Enterprises in Africa.	Guidelines for Accelerating the Transition towards a Circular Economy in Africa and Assessment of Green Financing Mechanisms for Micro Small and Medium Enterprises (MSMEs) in Africa held in Ghana in August 2022.
OIBC: 5 - O/IBC 5 – Fostering Climate Action and Resilience.	Inputs to the work plan of the Africa Regional Collaborative Platform.
Mission Reports	Joint UN Department of Economic and Social Affairs (DESA) and Government of Egypt capacity development workshop on “Mainstreaming climate adaptation into development cooperation policies and practices” - 7-8 September 2022 and one for Réunion des Ministres en charge des forêts de la Commission pour la Gestion du Mayombe.

<sup>58</sup> All reports of the AMCEN meetings are found here <https://www.unep.org/regions/africa/african-ministerial-conference-environment/amcen-past-sessions>



Integrated Land Management Activities in Peri-Urban Areas for Land Degradation Neutrality and Income Generation in Ethiopia, May 9, 2022.	Inception Workshop Report to launch the implementation process for the project.
Integrated Land Management Activities in peri-urban areas for Land Degradation Neutrality and income creation in Ethiopia.	Annual Progress Report of the project implementation for the period Sep 2021-Nov 2022
Towards Accelerated Transition Towards a Circular Economy in Africa: August 2022.	Guidelines to Accelerate the Transition Towards a Circular Economy in Africa developed by UNEP in partnership with Switch Africa and the European Union.
Landscape Restoration and African Youth – Ecosystems Restoration with Youth Empowerment.	A brief providing concise perspectives on how Africa's growing youth population can support commitments to ecosystems restoration while enhancing their own livelihoods, incomes and build promising careers in future.
Ecosystems Restoration, Sustainable development Goals and Youth Livelihoods.	A brief providing concise perspectives on how the youth can engage with ecosystems restoration in the context of SDGs to enhance their own livelihoods sustainably.
THE UN REFORM- CCA & CF Policy Guidance and Process.	Notes and presentation of the Zambia STRATEGIC PLANNING WORKSHOP on the UN reform as it relates to CCA & CF Policy, on 6 Dec December 2021.
Good Practices in Climate Action in Africa – Energy.	Analysis of projects where international organisations have partnered with national government and local stakeholders in implementation of energy projects through funding, technology transfer, and capacity building. The case studies have also focused on opportunities to replicate at scale with the right investment.
Guidance Note on Incorporation of Environmental Sustainability & Climate Action in Voluntary National Reviews in Africa.	Guidelines developed and delivered by UNEP.
Economic Commission for Africa: Regional Forum on Sustainable Development: Eighth session - Kigali (hybrid), 3-5 March 2022.	Report of the eighth session of the Africa Regional Forum on Sustainable Development: summary, key messages and the Kigali Declaration.
Other online documents Training of young people ( <a href="https://rb.gy/jwxkhi">https://rb.gy/jwxkhi</a> ) (Link to Uganda youth training on fuel briquettes uptake- <a href="https://bit.ly/3tpgNBe">https://bit.ly/3tpgNBe</a> Link to policy meeting in Nigeria ( <a href="https://rb.gy/vtampl">https://rb.gy/vtampl</a> ) Link to policy meeting in Nigeria ( <a href="https://rb.gy/vtampl">https://rb.gy/vtampl</a> ) Link to Nigeria fuel briquettes gender analysis ( <a href="https://rb.gy/uvswoy">https://rb.gy/uvswoy</a> ) Link to Nigeria fuel briquettes gender analysis ( <a href="https://rb.gy/uvswoy">https://rb.gy/uvswoy</a> ) Link to EBA knowledge sharing forum ( <a href="https://rb.gy/iwxalt">https://rb.gy/iwxalt</a> ) Link to EBA knowledge sharing forum ( <a href="https://rb.gy/iwxalt">https://rb.gy/iwxalt</a> ) <a href="https://ecastats.uneca.org/africaundata">https://ecastats.uneca.org/africaundata</a> <a href="https://rb.gy/iwxalt">Main page   WESR (unep.org)</a>	For the time being none of these links are live, so the consultant has not managed to access these documents and to provide a description. This is being addressed and the full description will be included in the Annex to the TR Final Report.
Emails	Exchange of emails between and among project management teams and other partners.

## ANNEX V: REVIEW ITINERARY

Dates	Events/Actions	Outputs
February 2024	Inception period and consultations	Inception Report
March to July 2024	Data collection and analysis	Findings of the TR (draft)
July - August	Report preparation	Draft TR report

September - October	Finalization and Submission of Report	Final TR report
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## **ANNEX VI: PROJECT BUDGET AND EXPENDITURES**

Project Funding Source – see Table 4

Expenditure by Outcome/Output – see Table 8

**ANNEX VII: FINANCIAL MANAGEMENT***Table 15: Financial Management Table*

Financial management components:		Rating	Evidence/ Comments
<b>1. Adherence to UNEP's policies and procedures:</b>		<b>S</b>	Project was managed by staff members of UNEP. There were no issues raised during project reports or audits.
Any evidence that indicates shortcomings in the project's adherence <sup>59</sup> to UNEP or donor policies, procedures or rules		No	
<b>2. Completeness of project financial information:</b>			
Provision of key documents to the reviewer (based on the responses to A-H below)		<b>S</b>	The Finance Office provided all relevant financial documents and responded to the draft review in a timely manner.
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes	In Table 4
B.	Revisions to the budget	Yes	The project was extended twice without revision of the ambition or budget. The TE finds that these revisions were appropriate and approved by the right offices.
C.	All relevant project legal agreements	Yes	Project was managed by staff members of UNEP. Furthermore, the Finance Office provided all relevant financial documents and responded to the draft review in a timely manner. See Table 4 (donors).
D.	Proof of fund transfers	Yes	
E.	Proof of co-financing (cash and in-kind)	Yes	
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	Yes	
G.	Copies of any completed audits and management responses ( <i>where applicable</i> )	Yes	
H.	Any other financial information that was required for this project (list):	Yes	
<b>3. Communication between finance and project management staff</b>		<b>HS</b>	
Project Manager and/or Task Manager's level of awareness of the project's financial status.		HS	UNEP appointed a project Funds Management Officer, who was incorporated into the PMC. Respondents to the TR confirmed that there had been excellent support from the project Funds Management Officer,
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.		S	
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the review process		S	

<sup>59</sup> If the review raises concerns over adherence with policies or standard procedures, a recommendation maybe given to cover the topic in an upcoming audit, or similar financial oversight exercise.

<b>Overall rating</b>	S	fostering efficient project implementation.
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## ANNEX VIII: CONUNICATION AND OUTREACH TOOLS

N/A

## ANNEX IX: BRIEF CV OF THE REVIEWER

Name: Veronica Nyawira Muthui

<b>Profession</b>	International Consultation on Programme Formulation for Climate Change, Biodiversity conservation and Sustainable Land and Forest Management; Expert on Evaluations.
<b>Nationality</b>	Kenyan
<b>Country experience</b>	<ul style="list-style-type: none"> <li>All Eastern and Southern Africa Countries and some West Africa countries (Nigeria, Ghana, Sierra Leone, Liberia).</li> </ul>
<b>Education</b>	<ul style="list-style-type: none"> <li>Catholic University of Eastern Africa, Kenya, (1997) Postgrad. Diploma in Planning and Management of Development Programs</li> <li>Agricultural University of Norway, (1992) - MSc - Natural Resource Management &amp; Sustainable Agriculture</li> <li>University of Nairobi, (1987) - BSc in Range Management</li> <li>Carleton University, Ottawa, Canada, (2002) - Certificate: Monitoring &amp; Evaluation of Development Programs</li> </ul>

### Short biography

Ms Muthui is a senior development practitioner with skills and practical experience in mainstreaming climate risks into development programmes. In addition to academic qualifications, Ms Muthui has experience in technical advisory services, partnership building, stakeholder mobilization, policy analysis, strategic planning and management of development and conservation programmes, including mainstreaming resilience and environment into humanitarian programs. Since 2015, Ms Muthui has worked as senior International Consultant. From 2006 to 2014, Ms Muthui worked in various capacities at the Africa Regional Office of the Global Environmental Finance Unit, United Nations Development Programme (UNDP GEF), the unit that assists African governments to program and access resources from international funds to mainstream environmental considerations and climate risks into national development (including Global Environment Facility, Least Developed Countries' Fund for Adaptation, The Green Climate Fund).

Ms Muthui has therefore formulated and supervised the implementation of numerous projects funded by international climate and environment funds, covering Eastern and Southern Africa, many of them addressing climate change adaptation and disaster risk reduction, sustainable land management, biodiversity conservation and sustainable forest management. Before that she managed a consulting company that primarily developed and supervised implementation of environmental projects in Eastern and Southern Africa (2004-2006). Prior to that, she worked for the International Union for Conservation of Nature (IUCN) at regional and global levels (1997-2003). Ms Muthui worked with the University of Nairobi

between 1993 and 1995, and was a member of a UNESCO Research Team in Northern Kenya between 1987 and 1992 (including two years of study for an MSc). Key specialties and capabilities cover:

Selected assignments and experiences since 2015 (a more complete CV is available on request)

<b>When/who</b>	<b>What</b>
04/2016 – 12/2016 UNDP/FAO	International consultant (UN-REDD) for the Natural Resources issues during the design of REDD+ Strategy for Cross River State, Nigeria, and Concept for submission to Green Climate Fund (GCF).
05/2016 – 11/2016 UNDP	Team Leader of the Mid-term evaluation of the Mid-term Evaluation the project “Strengthening Climate and Early Warning Systems of Uganda (UNDP-GEF)”
12/2016 – 02/2017 UNDP	Lead consultant on the Mid-Term Evaluation of the project “Expanding Protected Area Network of Seychelles and the Outer Islands”.
03/2021 to 12/2021 UNEP	International consultant on the Terminal Evaluation of project “Enabling South Africa to Prepare its Third National Communication and Second Biennial Update Report”
2023- 11/2023 UNEP	Lead designer of a project “Enhancing Adaptation and Resilience through Nature-based Solutions in Somalia”
11/2021- 04/2023 UNDP	Lead consultant on the design of Adaptation Strategy for Local Governments in Somalia
01/2024-06/2024 UN Forum on Forests	Lead consultant on the design of Concept Note for a project “Accelerate Forest Landscape Restoration (FLR) in the Zambezi basin to enhance the role of forests in climate change adaptation, mitigation and sustainable development in Mozambique” (Green Climate Fund).
05/2019 – 12/2020 UNDP	Team Leader – Project Preparation Grant (PPG) - Expert on GEF Project Design and Climate Change on the design of “Ecosystems /Landscape approach to climate proof the Rural Settlement Program of Rwanda”
04/2018 – 12/2018 UNDP	Team Leader - Project Preparation Grant (PPG) for the project “Mainstreaming SLM in the Republic of Mauritius”
02/2017 – 02/2018 UNDP	Team Leader - Project Preparation Grant (PPG) on the project “Mainstreaming Invasive Alien Species Management in the Republic of Mauritius”
01/2020 – 03/2021/ 05/2021- 01/2022 - UN Forum on Forests Secretariat	Lead consultant on the development of Concept Note for the project “Forest Landscape Restoration to secure sustainable economic returns while improving livelihoods in selected forest belts of ECOWAS”
02/2017 – 02/2018 UNDP	Team Leader - Project Preparation Grant (PPG) on the design of a Project: Mainstreaming Invasive Alien Species Management in the Republic of Mauritius
09/2017 – 08/2018 UNDP	Team Leader - Project Preparation Grant (PPG) on the design of the project “Forest Landscape Restoration in the Mayaga region, Rwanda”
04/2018 – 12/2018 UNDP	Team Leader – Project Preparation Grant (PPG) for the project “Sustainable and Integrated Landscape Management of the Western Area Peninsula in Sierra Leone”
01/2017 – 05/2017 UN Forum on Forests Secretariat	Lead consultant on the development of Concept Note for the project “Sustainable Forest Management in Nigeria”
04/2016 – 02/2017 UNDP	Team Leader - Project Preparation Grant (PPG) on the design of the project “Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands, Botswana
11/2016 – 03/2017 UNEP	International Consultant on the development of National Capacity Self-Assessment (NCSA) for the Republic of South Sudan
04/2016 – 10/2016 AFDB	Team member responsible for the natural resources baseline data collection and contribute to the design of the project, “Mainstreaming Ecosystems Approach,

	biodiversity conservation and sustainable land management into the natural resources management of the Zambia part of Lake Tanganyika Basin”
07/2016 - 12/2016 UN Economic Commission for Africa	International Consultant, Climate Information on the design of a training course and guide for the project “Capacity Building for Legislators, Policy Makers and Civil Society on Integrating Climate Information and Services into Legislation, Development Policies, Plans and Practices”.
07/2015 – 10/2015 UNDP	Team Leader, Project Design for the project “ Capacity, Policy and Financial incentives for the use of the Landscape Restoration Approach to improve forest and ecosystems conservation in Mayaga Region of Rwanda while simultaneously improving resilience of livelihoods”
06/2015 – 02/2016 FAO	Team Leader, Project Design (PPG) on the design of the project “Mainstreaming SFM into ecosystems management for the Samburu ecosystem, Kenya – including piloting regional REDD+, and securing wildlife migration corridors”
05/2015 – 10/2015 UNDP	Team Leader, baseline data collection, updating Monitoring and Evaluation Plan for the Climate Information and Early Warning Systems for Zambia (CIEWS)
08/2015 – 11/ 2015 UNDP	Stakeholder Mapping and Capacity Needs Assessment for the UN-REDD+ in the Republic of South Sudan

## ANNEX X: REVIEW TORS

### Terminal Review of the project “ Coherent Integration of the Environmental Dimension of the Sustainable Development Goals in Regional and National Policy Frameworks in Africa’- Project ID 02086

#### Section 1: PROJECT BACKGROUND AND OVERVIEW

*(This section describes what is to be reviewed. Key parameters are: project timeframe, funding envelope, results framework and geographic scope)*

#### 1. Project General Information

**Table 1. Project summary**

*(This is a generic table to summarise a project. Integrate the information below with the standard ‘project summary’ table of the relevant donor e.g. Adaptation Fund, GCF, GEF).*

<b>UNEP PIMS/SMA<sup>60</sup> ID:</b>	<b>Project ID 02086</b>		
<b>Donor ID:</b>			

<sup>60</sup> Acronym for ID assigned by the Integrated Planning, Monitoring and Reporting (IPMR) system.

<p><b>Implementing Partners:</b></p>	<p><i>Member States, UN Economic Commission for Africa, United Nations Sustainable Development Group, Africa region, African Union Commission, Africa Development Bank, Africa Ministerial Conference on Environment (AMCEN), Health and Environment Inter-Ministerial Conference (IMCHE), United Nations Country Teams (UNCTs), Regional Economic Communities, Secretariats of Environmental Conventions, Sustainable Development Goals Center for Africa.</i></p>		
<p><b>SDG(s) and indicator(s)</b></p>	<p>Specific goals addressed include SDGs 1, 2, 6, 7, 8, 9, 12, 14, 15 and 17</p> <p><b>Indicator 15.9.1:</b> Progress towards national targets established in accordance with Aichi Biodiversity Target 2 of the Strategic Plan for Biodiversity 2011–2020 (third indicator of Target 2 measures the number of countries that have integrated biodiversity in national development plans, poverty reduction strategies or other key development plans)</p> <p><b>Indicator 16.10.2:</b> Number of countries that adopt and implement constitutional, statutory and/or policy guarantees for public access to information</p> <p><b>Indicator 17.14.1:</b> Number of countries with mechanisms in place to enhance policy coherence of sustainable development</p> <p><b>Indicator 17.15.1:</b> Extent of use of country-owned results frameworks and planning tools by providers of development cooperation</p> <p><b>Indicator 17.16.1:</b> Number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the SDGs</p>		
<p><b>Sub-programme:</b></p>	<p><i>Climate Action ✓ Nature Action ✓ Chemicals and Pollution Action ✓ Science-Policy ✓ Environmental Governance ✓</i></p>	<p><b>Expected Accomplishment(s):</b></p> <p><i>✓ Outcome 1A: Decision-makers at all levels adopt decarbonization, dematerialization and resilience pathways.</i></p> <p><i>✓ Outcome 2B: Sustainable management of nature is adopted and</i></p>	

		<p><i>implemented in development frameworks.</i></p> <p><i>✓ Outcome 3B: Waste management is improved, including through circular processes, safe recovery of secondary raw materials and progressive reduction of open burning and dump sites.</i></p>	
<b>UNEP approval date:</b>	<b>10 March 2020</b>	<b>Programme of Work Output(s):</b>	
<b>Expected start date:</b>	April 2020	<b>Actual start date:</b>	April 2020
<b>Planned operational completion date:</b>	November 2023	<b>Actual operational completion date:</b>	June 2023
<b>Planned total project budget at approval (show breakdown of individual sources/grants):</b>	USD10,512,573.27	<b>Actual total expenditures reported as of [date]:</b>	
<b>Expected co-financing:</b>		<b>Secured co-financing<sup>61</sup>:</b>	
<b>First disbursement:</b>		<b>Planned date of financial closure:</b>	
<b>No. of project revisions:</b>	1	<b>Date of last approved project revision:</b>	
<b>No. of Steering Committee meetings:</b>	1	<b>Date of last/next Steering Committee meeting:</b>	<b>Last: 9 March 2023</b>

<sup>61</sup> State whether co-financing amounts are cash or in-kind.



<b>Mid-term Review/ Evaluation<sup>62</sup> (planned date):</b>	N/A	<b>Mid-term Review/ Evaluation (actual date):</b>	None
<b>Terminal Review (planned date):</b>	December 2023	<b>Terminal Review (actual date):</b>	February 2024
<b>Coverage - Country(ies):</b>	54	<b>Coverage - Region(s):</b>	Africa
<b>Dates of previous project phases:</b>	N/A	<b>Status of future project phases:</b>	A successor project on environment governance in africa will be implemented

## 2. Project Rationale<sup>63</sup>

[Describe project context and justification]

164. The continent's natural resources- biodiversity, water, land and forests, mineral, energy resources, among others, are facing increasing challenges. Recent analyses suggest that reversing these losses would avail Africa resources to adequately invest in moving towards achieving Sustainable Development Goals.

165. Halting and reversing environmental degradation is central to the mandate of the United Nations Environment Programme (UNEP). Applying integrated approach is critical to sustainable livelihoods, poverty reduction and food security and will contribute to key development priorities in Africa. This means that environment and natural resources will need to be considered with other disciplines and sectors to improve net total benefits to society. As such, policy coherence will therefore be required across environmental, social and economic sectors to ensure the well-being of people and natural systems.

166.

167. The key challenge is, however, how to turn this recognition into regional and national actions that will help to harness the full potential of Africa's rich natural resource endowments and enable the region to achieve Agenda 2063 and the SDGs.

168. Policy coherence towards maximizing productivity of catalytic sectors is another key investment towards unlocking environmental solutions for SDGs implementation.

169. The project provides valuable opportunities for Member States to meet and agree on the actions to tackle the challenges including on natural resources governance and

<sup>62</sup> 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.

<sup>63</sup> Grey =Info to be added

transboundary priorities. In so doing, the project helps decision makers arrive at consensus on environmental priority issues which will feed into regional and global environmental agendas, thus contributing to the expected accomplishment of increasing coherence in international decision-making processes related to the environment.

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### 3. Project Results Framework

[Present the project objective(s), components, outputs, outcomes and long-lasting impacts as per the Project Document (i.e. the results framework). Include the Theory of Change diagram, where available. Use tables as appropriate. Attached.]

171. The aim of this project is to enhance the capacities of countries in Africa to implementation of SDGs in a more innovative manner by integrating environmental sustainability and resilience into policies, strategies and action plans through regional and nations approaches, taking opportunities offered by the UN reforms. Ultimately, the aim is to have stronger integration of environmental dimension in development processes at regional, sub-regional and national levels for a coherent implementation of SDGs and Agenda 2063 in Africa. The project anchors on-going work in Africa Office on regional ministerial fora, such as AMCEN, Health & Environment, gender and youth, UN Sustainable Development Cooperation Frameworks, Regional UN Sustainable Development Group, natural resources governance, environmental diplomacy, among others, into UNEP support to countries in the achievement of SDGs.

The specific objective of this project is to have stronger integration of environmental dimension in development processes at regional, sub-regional and national levels for a coherent implementation of SDGs and Agenda 2063 in Africa. The two outcomes for this project that will help achieve this objective are:

- (i) Outcome 1: Governments and regional entities adopt common positions on national/regional development policies and plans that coherently integrate environmental dimension of SDGs
- (ii) Outcome 2: UN entities coherently integrate the environmental dimension of SDGs in the UN joint programming processes at national and regional levels

The table below reports the project outcome and outputs, as presented in the Logical Frameworks of the project.

Logical framework,

1. Project Outcome	Relevant Sub programme Expected Accomplishment and Indicator
<p><b>Outcome 1:</b></p> <p>Governments and regional entities adopt common positions on national/regional development and policies and plans that coherently integrate environmental dimension of SDGs</p>	<p>The international community increasingly converges on common and integrated approaches to achieve environmental objectives and implement the 2030 Agenda for Sustainable Development.</p> <p>Number of countries reporting the integration of the environment in national and subnational planning and budgeting processes on sustainable development (POW, EAb(ii)b) (<b>Baseline; 5, target 10</b>) 4.</p> <p><b>Indicator (i):</b> Increase in the integration of the environment in sustainable development planning, as part of achieving the 2030 Agenda and the Sustainable Development Goals.</p> <p><b>Indicator (ii):</b> Number of cooperation frameworks supported for the management of transboundary natural resources and intergovernmental processes that regulate international environmental issues</p>
<p><b>Outputs 1.2</b></p>	
<p>Countries capacity to address governance challenges of transboundary natural resources and oceans is enhanced</p>	<p>(i) Number of regional strategies prepared and disseminated to the target audience <b>(Baseline 0, Target: 2)</b></p>
<p>Countries in Africa ability to develop and adopt common positions and policies on environment through regional fora strengthened</p>	<p>(i) Number of regional strategies or plans on environment prepared and disseminated to the target audience (<b>baseline 15, target 18</b>)</p> <p>(ii) Number of regional fora with common position outcomes that integrate environmental and sustainable development drafted. (<b>Baseline: 18, target 21</b>)</p>

<p><b>Outcome 2:</b></p> <p>UN entities coherently integrate the environmental dimension of SDGs in the UN joint programming processes at national and regional levels</p>	<p>Number of United Nations entities, international organizations and forums at the regional level that integrate policy issues or approaches emerging from UNEP policy advice into policy documents, strategies and plans adopted pursuant to the 2030 Agenda (POW EAa(i)b)</p> <p>5.</p>
<p><b>Output 2.1</b> UNCTs supported to integrate environment and climate resilience in their joint work.</p>	<p>Number of cooperation frameworks, annual reports/reviews and CCAs integrating environment, natural resource sustainability and climate resilience.</p> <p><b>Baseline: 5; Target: 15</b></p> <p>Number of responses to UNCT requests for the integration of ES and resilience in country frameworks</p> <p><b>Baseline: 10 Target: 25</b></p>
<p><b>Output 2.2</b></p> <p>Regional UNSDGs/RCM are supported to integrate environmental sustainability and climate resilience in their regional strategies and mechanisms</p>	<p>Number of R-UNSDG/RCM regional work plans and strategies incorporating environment and climate resilience</p> <p><b>Baseline: 1 Target: 3</b></p>

The theory of change of this project was to align with global and regional development policy processes such as the AU 2063 vision of Africa we want, the SDGs, Decisions of UNEA and AMCEN and UNEP's overall mandate, and specific strategies of the Africa office with a view of supporting the delivery of its Programme of Work. The theory of change focuses on strengthening regional processes that support the delivery of the environment dimension of SDGs at regional and national levels. The theory of change in this project was to progressively influence the incorporation of the environmental dimension in sustainable development policies, strategies and plans at national and regional levels to catalyse and enhance the attainment of prosperity, maintenance of healthy ecosystems and mitigation of risks on the African and global environment. The theory of change in this project was to progressively influence the incorporation of the environmental dimension in sustainable development policies, strategies and

plans at national and regional levels to catalyse and enhance the attainment of prosperity, maintenance of healthy ecosystems and mitigation of risks on the African and global environment.



#### 4. Executing Arrangements

[Specify UNEP Branch and Unit responsible for project implementation and project execution partners. Briefly describe role and composition of management and supervision structures of the project. Use table or diagram as appropriate. NOTE: For GEF-funded projects highlight internally executed projects, providing details on reporting lines for implementation and execution.]

The project was managed by the Africa Office of UNEP with a Project Management Committee and Project Manager Project Implementation Team composed of component managers for the two outcomes as well as the global Sub-Programme Coordinator, Environment Governance.

The Project Management Committee approved the detailed project workplans on a yearly basis and provided guidance on the specific outputs and the project implementation. It provided general direction to the project component managers to ensure that implementation was on track and adaptive management measures were being taken, by keeping under review progress in implementation of the project and in availability of resources and resource mobilization efforts, by considering emerging issues, priorities or partners, and advising on revisions when needed to the work plans, logical framework and project budget.

All programme officers and regional Sub-programmes and their coordinators formed the Project Manager Project Implementation Team and contributed to the delivery of the project.

#### **Insert Diagram Outlining Governance Framework of the SDG Project-Africa**

The Project Management Committee

- Met every 6 months to review progress and provide overall guidance.
- Approved annual workplans.
- Provided general guidance in implementation, resource mobilization

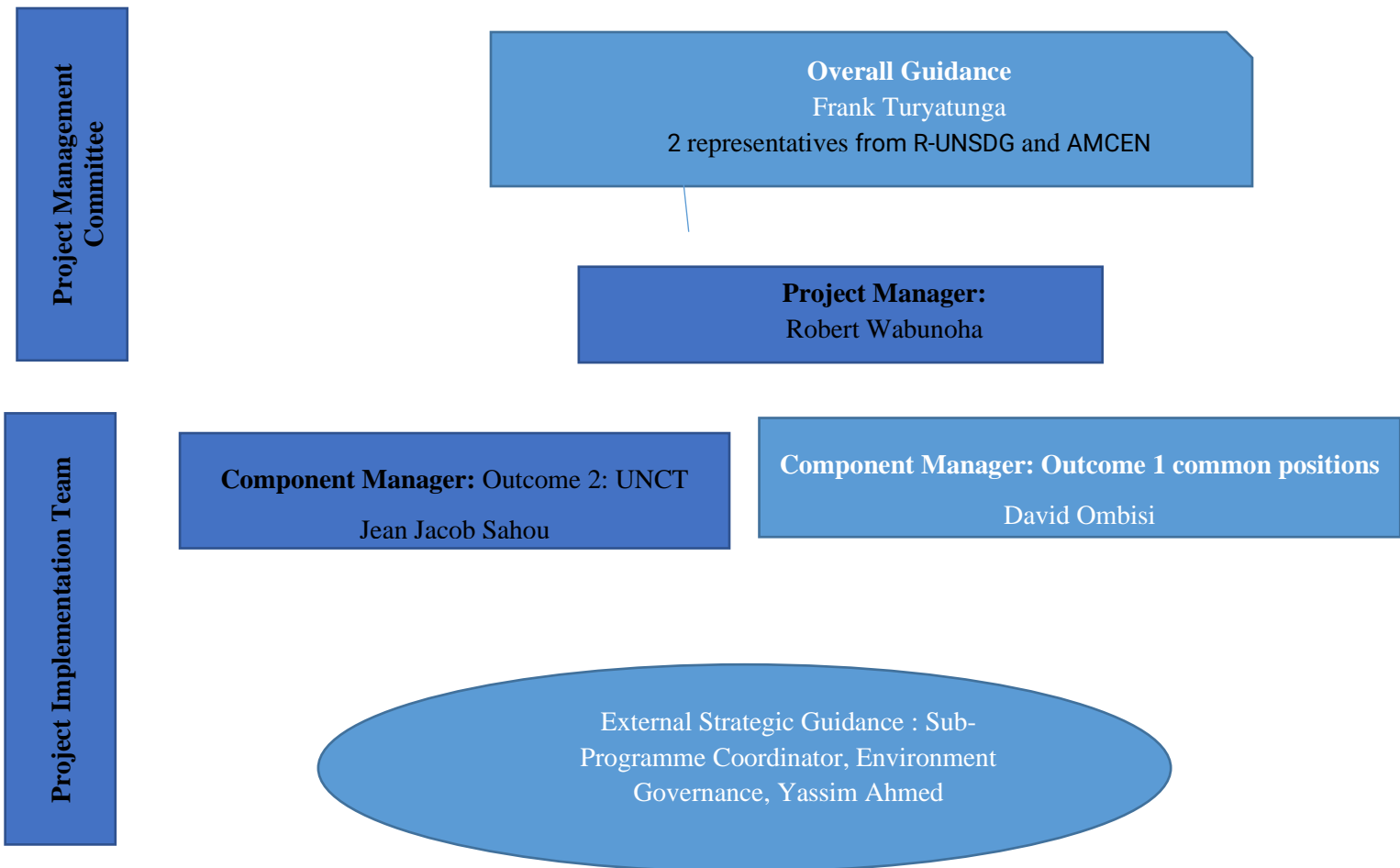


Figure 3: Diagram Outlining Governance Framework of the SDG Project-Africa

## 5. Project Cost and Financing

[Present total project budget at design, broken down per component and per funding source. Use tables as appropriate. Present most recent figures on disbursement.]

<b>TYPE OF FUNDING</b>	<b>SOURCE OF FUNDING</b>	<b>Details</b>	<b>Year 1- 2020</b>	<b>Year 2 - 2021</b>	<b>Total</b>
	Environment Fund (EF) activity budget		75,000	<b>50,000</b>	<b>125,000</b>
	Regular Budget (RB) activity budget		-	-	-
	Extra Budgetary Funding (XB) (posts + non-post + Programme Support Cost (PSC))	AMCEN Trust Fund	35,398	<b>654,867</b>	<b>690,265</b>
		German (BMUB)	486,237	<b>486,237</b>	<b>972,474</b>
		EU(SAG)	177,570	-	<b>177,570</b>
		Norway	560,185	<b>513,889</b>	<b>1,074,074</b>
		<a href="#">Unsecured XB funding</a>	1,336,283	<b>1,150,442</b>	<b>2,486,725</b>
		China Trust Fund	63,636		<b>63,636</b>
		Programme Support Cost on Secured funds <sup>64</sup> - AMCEN TF (13%)	4,602	<b>85,133</b>	<b>89,735</b>
		PSC (7%) – German (BM UB)	34,037	<b>34,037</b>	<b>68,074</b>
		PSC (7%) - EU/SAG	12,430	-	<b>12,430</b>
		PSC (8%) – Norway funds	44,815	<b>41,111</b>	<b>85,926</b>
		PSC (13%) – China Trust Fund	8,273	-	<b>8,273</b>
		PSC (13%) - Unsecured	173,717	<b>149,557</b>	<b>323,274</b>

<sup>64</sup> Rows to be added to reflect different PSC

		XB Posts	27,600	<b>27,600</b>	<b>55,200</b>
		XB Sub-total	2,962,874	<b>3,142,874</b>	<b>6,105,748</b>
	<b>SUB- TOTAL</b>		<b>3,037,874</b>	<b>3,192,874</b>	<b>6,230,748</b>
<b>IN-KIND</b>	AMCEN 8 <sup>th</sup> Special session and 18 <sup>th</sup> session host country) contribution.		<b>800,000</b>	<b>800,000</b>	<b>1,600,000</b>
	Other (include name of donor)				
	<b>SUB- TOTAL</b>		<b>800,000</b>	<b>800,000</b>	<b>1,600,000</b>
<b>TOTAL PROJECT PLANNED BUDGET (without EF &amp; RB posts' costs)</b>			<b>3,837,874</b>	<b>3,992,874</b>	<b>7,830,748</b>
In Kind EF & RB Posts	Environment Fund post costs		374,025	374,025	748,050
	Regular Budget post costs		328,800	328,800	657,600
<b>TOTAL PROJECT PLANNED BUDGET</b>			<b>4,540,699</b>	<b>4,695,699</b>	<b>9,236,398</b>
	<b>Funding secured</b>		1,425,274	1,815,274	35%
	Allocation to Regional Offices		-	-	

## 6. Implementation Issues

[Describe any important issues emerging from Mid-Term Review/ Mid-Term Evaluation, important revisions to logframe or funds allocations, significant delays, changes in partners, implementing countries, risks mentioned in project reports during project implementation etc. Note the dates when such changes have been approved and who by]

- i) Due to the delays caused by the COVID-19 pandemic, the project was granted a 1-year extension until 30 June 2023



- ii) Due to the COVID-19 pandemic and the confinement situation in many countries, project activities were delayed, and some delivered virtually.
- iii) Revisions: 2 August 2022

## Section 2. OBJECTIVE AND SCOPE OF THE REVIEW

*(Apart from section 9, where you could insert up to 3 strategic questions that are in addition to the review criteria, this section is standard and does not need to be revised for each project)*

### 7. Objective of the Review

In line with the UNEP Evaluation Policy<sup>65</sup> and the UNEP Programme Manual<sup>66</sup>, the Terminal Review (TR) is undertaken at operational completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The Review has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and *UNECA, UNSDG, Africa Regional, AU-Commission, AfDB, AMCEN, IMCHE, UNCTs, Regional Economic Commissions, Secretariats of Environmental Conventions*. Therefore, the Review will identify lessons of operational relevance for future project formulation and implementation, especially for future phases of the project, where applicable.

### 8. Key Review principles

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

**The “Why?” Question.** As this is a Terminal Review and a follow-up project with similar interventions is to be prepared and implemented in 2024 with particular attention given to learning from the experience. Therefore, the “*why?*” question should be at the front of the consultant(s)’ minds all through the review exercise and is supported by the use of a theory of change approach. This means that the consultant(s) need to go beyond the assessment of “*what*” the project performance was and make a serious effort to provide a deeper understanding of “*why*” the performance was as it was (i.e. what contributed to the achievement of the project’s results). This should provide the basis for the lessons that can be drawn from the project.

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<sup>65</sup> <https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies>

<sup>66</sup> <https://wecollaborate.unep.org>

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

**Communicating Review Results.** A key aim of the Review is to encourage reflection and learning by UNEP staff and key project stakeholders. The consultant should consider how reflection and learning can be promoted, both through the review process and in the communication of review findings and key lessons. Clear and concise writing is required on all review deliverables. Draft and final versions of the main review report will be shared with key stakeholders by the UNEP Project Manager<sup>67</sup>. There may, however, be several intended audiences, each with different interests and needs regarding the report. The consultant will plan with the UNEP Project Manager which audiences to target and the easiest and clearest way to communicate the key review findings and lessons to them. This may include some or all of the following: a webinar, conference calls with relevant stakeholders, the preparation of a review brief or interactive presentation.

## 9. Key Strategic Questions

In addition to the review criteria outlined in Section 10 below, the Review will address the **strategic questions**<sup>68</sup> listed below (no more than 3 questions are recommended). These are questions of interest to UNEP and to which the project is believed to be able to make a substantive contribution:

- i) How many United Nations country teams are using data and statistics on environmental trends and assessments identified through UNEP to catalyze policy recommendations
- ii) To what extent have the national and regional plans or policies been adopted by the governments and regional entities to integrate environmental sustainability emerging from UNEP policy advice

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<sup>67</sup> For GEF funded projects, UNEP Project Manager refers to the Task Manager.

<sup>68</sup> The strategic questions should not duplicate questions that will be addressed under the standard review criteria described in section 10.

- iii) How many regional fora with common position outcomes that integrate environmental and sustainable development been drafted?
- iv) To what extent are cooperation frameworks, annual reports/reviews and CCAs integrating environment, natural resource sustainability and climate resilience in the joint work plans and the country frameworks?

(Where relevant) What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance?

For GEF-funded projects there are a series of questions that need to be uploaded to the GEF Portal. The consultant should complete the table in Annex 5 of these TOR and append it to the Final Review report.

## 10. Review Criteria

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

*Where UNEP funding partners have areas of specific interest, these are noted, below.*

A suite of various tools, templates and guidelines that can help Review Consultant(s) to follow a thorough review process that meets all of UNEP's needs is available via the UNEP Project Manager.

### A. Strategic Relevance

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

#### ***i. Alignment to the UNEP's Medium-Term Strategy<sup>69</sup> (MTS), Programme of Work (POW) and Strategic Priorities***

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<sup>69</sup> 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>

The Review should assess the project's alignment with the MTS and POW under which the project was approved and include, in its narrative, reflections on the scale and scope of any contributions made to the planned results reflected in the relevant MTS and POW. UNEP strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building<sup>70</sup> (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology and knowledge between developing countries.

#### ***ii. Alignment to Donor/Partner Strategic Priorities***

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

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

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

#### ***iv. Complementarity with Relevant Existing Interventions/Coherence<sup>71</sup>***

An assessment will be made of how well the project, either at design stage or during the project inception or mobilization<sup>72</sup>, took account of ongoing and planned initiatives (under the same sub-programme, other UNEP sub-programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups. The Review will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Examples may include work within 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.

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<sup>70</sup> <http://www.unep.fr/ozonaction/about/bsp.htm>

<sup>71</sup> This sub-category is consistent with the new criterion of 'Coherence' introduced by the OECD-DAC in 2019.

<sup>72</sup> A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

<p><b>Adaptation Fund</b></p>	<p>To encourage utilization, each evaluation should optimize <u>relevance</u> by ensuring (i) that the primary intended users of the evaluation and their intended uses are clearly identified and engaged at the beginning of the evaluation process; (ii) that “intended users” include funding, implementing, and beneficiary stakeholders; and (iii) that evaluators ensure these intended users contribute to decisions about the evaluation process.</p>
<p><b>Green Climate Fund</b></p>	<p><u>Coherence</u> in climate finance delivery with other multilateral entities.</p>

173.

**B. Quality of Project Design**

The quality of project design is assessed using an agreed template during the review inception phase. Ratings are attributed to identified criteria and an overall Project Design Quality rating is established. The complete Project Design Quality template should be annexed in the Review Inception Report. Later, the overall Project Design Quality rating<sup>73</sup> should be entered in the final review ratings table (as item B) in the Main Review Report and a summary of the project’s strengths and weaknesses at design stage should be included within the body of the Main Review Report.

**C. Nature of External Context**

At review inception stage a rating is established for the project’s external operating context (considering the prevalence of conflict, natural disasters and political upheaval<sup>74</sup>). This rating is entered in the final review ratings table as item C. Where a project has been rated as facing either an *Unfavourable* or *Highly Unfavourable* external operating context, and/or a negative external event has occurred during project implementation, the ratings for Effectiveness, Efficiency and/or Sustainability may be increased at the discretion of the Review Consultant and UNEP Project Manager together. A justification for such an increase must be given.

**D. Effectiveness**

**i. Availability of Outputs<sup>75</sup>**

<sup>73</sup> In some instances, based on data collected during the review process, the assessment of the project’s design quality may change from Inception Report to Main Review Report.

<sup>74</sup> Note that ‘political upheaval’ does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project’s design and addressed through adaptive management of the project team. From March 2020 this should include the effects of COVID-19.

<sup>75</sup> 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)

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

### **ii. Achievement of Project Outcomes<sup>76</sup>**

The achievement of project outcomes is assessed as performance against the outcomes as defined in the reconstructed<sup>77</sup> Theory of Change. These are outcomes that are intended to be achieved by the end of the project timeframe and within the project's resource envelope. Emphasis is placed on the achievement of project outcomes that are most important for attaining intermediate states. As with outputs, a table can be used to show where substantive amendments to the formulation of project outcomes is necessary to allow for an assessment of performance. The Review should report evidence of attribution between UNEP's intervention and the project outcomes. In cases of normative work or where several actors are collaborating to achieve common outcomes, evidence of the nature and magnitude of UNEP's 'substantive contribution' should be included and/or 'credible association' established between project efforts and the project outcomes realised.

### **iii. Likelihood of Impact**

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

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<sup>76</sup> Outcomes are the use (i.e. uptake, adoption, application) of an output by intended beneficiaries, observed as changes in institutions or behavior, attitude or condition (UNEP, 2019)

<sup>77</sup> UNEP staff are currently required to submit a Theory of Change with all submitted project designs. The level of 'reconstruction' needed during an review will depend on the quality of this initial TOC, the time that has lapsed between project design and implementation (which may be related to securing and disbursing funds) and the level of any changes made to the project design. In the case of projects pre-dating 2013 the intervention logic is often represented in a logical framework and a TOC will need to be constructed in the inception stage of the review.

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

The Review will consider the extent to which the project has played a catalytic role<sup>78</sup> or has promoted scaling up and/or replication as part of its Theory of Change (either explicitly as in a project with a demonstration component or implicitly as expressed in the drivers required to move to outcome levels) and as factors that are likely to contribute to greater or long-lasting impact.

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

<b>Adaptation Fund</b>	The Review should consider, under Effectiveness, the extent to which the evaluand is reaching Strategic Results Framework indicator targets.
<b>Adaptation Fund</b>	The Review should consider, under Effectiveness, the extent to which the intervention demonstrates that Climate Change Adaptation can be increased or replicated at a broader scale, as well as in other contexts.
<b>Green Climate Fund</b>	The Review should consider, under Effectiveness, the project’s <u>Innovativeness</u> in result areas – the extent to which interventions may lead to paradigm shift towards low-emission and climate-resilient development pathways.
<b>Global Environment Facility</b>	The Review should consider, under Effectiveness, the extent to which the evaluand is reaching Core Indicator targets (from GEF-6 onwards).

<sup>78</sup> 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.

<p><b>Global Environment Facility</b></p>	<p>The Review will determine, under Effectiveness, the project’s <u>additionality</u> by comparing the benefits of GEF support to a scenario without GEF support. It will identify specific areas where GEF support has contributed additional results and what these additional results were. It will provide quantitative and qualitative evidence to support the findings.</p>
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**E. Financial Management**

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

<p><b>Global Environment Facility</b></p>	<p>The Review will determine, under Financial Management, i) time from CEO endorsement (FSP) / CEO approval (MSP) to first disbursement; ii) disbursement balance; iii) whether the project has secured co-financing higher than 35% and iv) time between CEO Endorsement and (likely) end of Terminal Review.</p>
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**F. Efficiency**

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

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



The Review will give special attention to efforts made by the project teams during project implementation to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities<sup>79</sup> with other initiatives, programmes and projects etc. to increase project efficiency.

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

### ***G. Monitoring and Reporting***

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

#### ***i. Monitoring Design and Budgeting***

Each project should be supported by a sound monitoring plan that is designed to track progress against SMART<sup>80</sup> results towards the achievement of the project's outputs and outcomes, including at a level disaggregated by gender, marginalisation or vulnerability, including those living with disabilities. In particular, the Review will assess the relevance and appropriateness of the project indicators as well as the methods used for tracking progress against them as part of conscious results-based management. The Review will assess the quality of the design of the monitoring plan as well as the funds allocated for its implementation. The adequacy of resources for Mid-Term and Terminal Evaluation/Review should be discussed, where applicable.

#### ***ii. Monitoring of Project Implementation***

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

#### ***iii. Project Reporting***

UNEP has a centralised Project Information Management System (PIMS) in which project managers upload six-monthly progress reports against agreed project milestones. This

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<sup>79</sup> Complementarity with other interventions during project design, inception or mobilization is considered under Strategic Relevance above.

<sup>80</sup> SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.

information will be provided to the Review Consultant(s) by the UNEP Project Manager. Some projects have additional requirements to report regularly to funding partners, which will be supplied by the project team. The Review will assess the extent to which both UNEP and donor reporting commitments have been fulfilled. Consideration will be given as to whether reporting has been carried out with respect to the effects of the initiative on disaggregated groups.

<p><b>Global Environment Facility</b></p>	<p>For internally executed projects the Review Consultant should review the quality of regular reports and confirm they have been submitted on a timely basis.</p>
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**H. Sustainability (for Adaptation Fund, read Human and Ecological Sustainability and Security)**

Sustainability<sup>81</sup> is understood as the probability of the benefits derived from the achievement of project outcomes being maintained and developed after the close of the intervention. The Review will identify and assess the key conditions or factors that are likely to undermine or contribute to the endurance of achieved project outcomes (i.e. ‘assumptions’ and ‘drivers’). Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. Where applicable an assessment of bio-physical factors that may affect the sustainability of direct outcomes may also be included.

**i. Socio-political Sustainability**

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

**ii. Financial Sustainability**

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

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<sup>81</sup> 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)

### **iii. Institutional Sustainability**

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

<p><b>Adaptation Fund</b></p>	<p>The Review should consider, under <u>Human and ecological sustainability and security</u> – the extent to which the intervention is likely to generate continued positive or negative, intended and unintended impacts beyond its lifetime, taking into consideration, social, institutional, economic, and environmental systems. Is the intervention sensitive to conflict and fragility, i.e., to what extent does it consider the political context and the sharing of natural resources? Is it contributing towards targeted communities’ livelihoods and to the health or well-being of the ecosystems on which they depend?</p>
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### **I. Factors Affecting Project Performance and Cross-Cutting Issues**

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

#### **i. Preparation and Readiness**

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

#### **ii. Quality of Project Management and Supervision**

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

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

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<b>Adaptation Fund</b>	The Review should consider the extent to which the evaluand was <u>adapted in response to lessons and reflections during implementation</u> ; and the extent to which the intervention supported the use, development, or diffusion of innovative practices, tools, or technologies to improve or accelerate Climate Change Adaptation.
<b>Global Environment Facility</b>	For internally executed projects the Review Consultant should review whether the segregation of responsibilities met the GEF requirements <sup>82</sup> (the GEF Agency must separate its project implementation and execution duties and establish each of the following: (a) A satisfactory institutional arrangement for the separation of implementation and executing functions in different departments of the GEF Agency; and (b) Clear lines of responsibility, reporting and accountability within the GEF Agency between the project implementation and execution functions.

**iii. Stakeholder Participation and Cooperation**

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

**iv. Responsiveness to Human Rights and Gender Equality (for Adaptation Fund, read ‘Equity’; for GCF, read ‘Gender Equity’)**

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

<sup>82</sup> GEF Minimum Fiduciary Standards: Separation of Implementation and Execution Functions in GEF Partner Agencies (2019).

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 Environment<sup>83</sup>.

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

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<b>Adaptation Fund</b>	The Review should consider the extent to which the project’s design and implementation includes input of the designated authority (DA) and vulnerable groups such as women, youth, persons with disability, Indigenous Peoples, minorities, and other potentially marginalized groups or locations. It also encompasses the degree to which the intervention reduced or perpetuated inequalities, and how equitably benefits were accrued to vulnerable groups.
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**v. Environmental and Social Safeguards**

UNEP projects address environmental and social safeguards primarily through the process of environmental and social screening at the project approval stage, risk assessment and management (avoidance, or mitigation of potential environmental and social risks and impacts associated with project and programme activities. The Review will confirm whether UNEP requirements<sup>84</sup> were met to: *review* risk ratings on a regular basis; *monitor* project implementation for possible safeguard issues; *respond* (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and *report* on the implementation of safeguard management measures taken. UNEP requirements for proposed projects to be screened for any safeguarding issues; for sound environmental and social risk assessments to be conducted and initial risk ratings to be assigned, are reviewed above under Quality of Project Design).

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<sup>83</sup> The Evaluation Office notes that Gender Equality was first introduced in the UNEP Project Review Committee Checklist in 2010 and, therefore, provides a criterion rating on gender for projects approved from 2010 onwards. Equally, it is noted that policy documents, operational guidelines and other capacity building efforts have only been developed since then and have evolved over time. [https://wedocs.unep.org/bitstream/handle/20.500.11822/7655/-Gender\\_equality\\_and\\_the\\_environment\\_Policy\\_and\\_strategy-2015Gender\\_equality\\_and\\_the\\_environment\\_policy\\_and\\_strategy.pdf.pdf?sequence=3&isAllowed=y](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)

<sup>84</sup> 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.

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

**vii. Communication and Public Awareness**

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

**Section 3. REVIEW APPROACH, METHODS AND DELIVERABLES**

*(This section has both standard text and parts that are specific to the project, to be filled in)*

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

The findings of the Review will be based on the following: [This section should be edited for each Review]

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

- Relevant background documentation, inter alia [UNEP Medium Term Strategy (MTS) 2022-2025, AMCEN reports, United Nations Sustainable Development Frameworks, Regional Collaborative Platform Reports, United Nations Sustainable Development Cooperation Framework, Gender documents etc.
- Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), the logical framework and its budget;
- Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence and any other monitoring materials etc.;
- Project deliverables (e.g. publications, assessments, etc
- Mid-Term Review or Mid-Term Evaluation of the project;
- Evaluations/Reviews of similar projects.

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

- UNEP Project Manager<sup>85</sup> [add people as appropriate];
- Project management team;
- UNEP Fund Management Officer (FMO);
- Sub-Programme Coordinator;
- Project partners, including [AMCEN, RCP Africa, UNECA, AUC, AUDA, UNCTs etc
- Relevant resource persons.
- Representatives from civil society and specialist groups (such as women's, farmers and trade associations etc).
- - a. **Surveys** as will be deemed appropriate by the evaluator
  - b. **Field visits** to be determined during the evaluation inception phase.
  - c. **Other data collection tools** as will be deemed appropriate by the evaluator.

## 11. Review Deliverables and Review Procedures

See Annex 1 of these TOR for a list of tools and guidance available, see Annex 2 for a list of review criteria and sub-categories to be assessed. The Review Consultant will prepare:

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<sup>85</sup> For GEF funded projects, UNEP Project Manager refers to the Task Manager.

- **Inception Report: (see Annex 3 of these TOR)** containing an assessment of project design quality, a draft reconstructed Theory of Change of the project, project stakeholder analysis, review framework and a tentative review schedule.
- **Preliminary Findings Note:** typically in the form of a PowerPoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings.
- **Draft and Final Review Report: (See Annex 4 of these TOR)** 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.

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

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

The UNEP Evaluation Office provides templates and tools to support the review process and provides a formal assessment of the quality of the final Terminal Review report, which is provided within this report's annexed material. In addition, the Evaluation Office formally validates the report 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. As such the project performance ratings presented in the Review report may be adjusted by the Evaluation Office.

At the end of the review process, 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 the **Lessons Learned**.

## 12. The Review Consultant

The Review Consultant will work under the overall responsibility of the UNEP Project Manager Robert Wabunoha in consultation with the Fund Management Officer Stephen Ndeti, the Deputy Regional Director ROA and the Sub-programme Coordinators of the Environment Governance UNEP Sub-programmes], Yassin Ahmed.



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

The Review Consultant will be hired over a period of 2 months [01 February 2024 – 31 March 2024] and should have the following: a university degree in environmental sciences, international development or other relevant political or social sciences area is required and an advanced degree in the same areas is desirable; a minimum of 6 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 Regional Integration of the Environmental Dimension of the Sustainable Development Goals in Regional and National Policy Frameworks is desired. English and French are the working languages of the United Nations Secretariat. For this consultancy, fluency in oral and written English is a requirement. 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 quality of the review and timely delivery of its outputs, described above in Section 11 Review Deliverables, above. The Review Consultant will ensure that all review criteria and questions are adequately covered.

### 13. Schedule of the Review **Fill in the dates after recruiting the consultant**

The table below presents the tentative schedule.

**Table 3. Tentative schedule for the Review**

Milestone	Tentative Dates
Inception Report	
Review Mission	
E-based interviews, surveys etc.	

PowerPoint/presentation on preliminary findings and recommendations	
Draft Review Report to UNEP Project Manager	
Draft Review Report shared with wider group of stakeholders	
Final Main Review Report	
Final Main Review Report submitted to the UNEP Evaluation Office for validation and quality assessment	
Final Main Review Report shared with all respondents	

#### 14. Contractual Arrangements

The Review Consultant(s) 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. In addition, they will not have any future interests (within six months after completion of the contract) with the project’s executing or implementing units. All consultants are required to sign the Code of Conduct Agreement Form.

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

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##### Schedule of Payment:

Deliverable	Percentage Payment
Approved Inception Report ( <i>as per Guidance Note</i> )	30%
Approved Draft Main Review Report ( <i>as per Guidance Note</i> )	30%
Approved Final Main Review Report ( <i>as per Report Template</i> )	40%

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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 consultant 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 consultant's fees by an amount equal to the additional costs borne by the project team to bring the report up to standard or completion.

**ANNEX XII: IMPLEMENTATION PLAN OF RECOMMENDATIONS**

Project Title: Coherent Integration of the Environmental Dimension of the Sustainable Development Goals in Regional and National Policy Frameworks in Africa: **PIMS ID Number – 02086**

**Contact Person (TM/PM):**

Robert Wabunoha, Regional Coordinator, Environmental Governance

	<b>PLANS</b>			
<b>RECOMMENDATIONS</b>	<b>ACCEPTED (YES/NO/PARTIALLY)</b>	<b>WHAT WILL BE DONE?</b>	<b>EXPECTED COMPLETION DATE</b>	<b>REPOSIBLE OFFICER/ UNIT/ DIVISION/ AGENCY</b>
Write a comprehensive end of project report that captures and documents the many and useful outputs and results produced by the project.	Partially	Review end of project report and provide detailed information on the deliverables of the project	Immediate uptake as the comprehensive end of project report should be part of the project documents in IPMR – The Project Closure Report was reviewed and uploaded in IPMR	Robert Wabunoha/  UNEP Project Management Committee
Undertake detailed review of sub-projects, where deemed appropriate.	Partially	This umbrella project had several sub-projects implemented in different countries, funded by different donors, which may require additional review targeted at the sub-project activities and using review	To be determined by the schedules of the donors to the sub-projects.	Robert Wabunoha  UNEP

	PLANS			
RECOMMENDATIONS	ACCEPTED (YES/NO/PARTIALLY)	WHAT WILL BE DONE?	EXPECTED COMPLETION DATE	REPOSIBLE OFFICER/ UNIT/ DIVISION/ AGENCY
		guidelines of specific donors. The review might capture capture in-depth project-specific issues not captured by the current review, which utilized UNEP Review Guidelines. The review might identify additional donors of different sub-projects		
Monitor human rights, gender, social and environmental safeguard in the follow-up project:	Partially	UNEP, as the executor of the project should be more proactive in monitoring this compliance (regarding the project) and incorporate the information in reporting.	Immediate uptake in the design and implementation of the proposed follow-up project.	Robert Wabunoha UNEP-Wide

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:

<b>Lesson Learned #1:</b>	Lesson 1: The clearest lesson from this project is that well-positioned, modest investments can have far reaching, transformative results, when the right partnerships target strategic policy processes and empower the most relevant drivers of economic development
<b>Context/comment:</b>	The project’s planned budget was US\$ 9,236,398; of which only 35% was available at the start of implementation. Although the project mobilized US\$ 10,593,070.60 and spent US\$ 8,844,555.99, these are very small investments for an Africa-wide project. However, the project delivered considerable results and created conditions to support the translation of the results into impacts. In recognition of the fact that policies drive economic growth and development, the focused on building the capacity of the relevant development players, at local, national and regional levels, increasing their abilities to choose policy paths that are sustainable - integrating environmental sustainability and climate resilience into development processes, increasing the effort and coherence of the implementation of SDGs and Agenda 2063, leading to more sustainable, resilient and carbon neutral development while simultaneously halting, preventing and reversing degradation of Africa’s natural capital, the bedrock of economic development and livelihoods.

<b>Lesson Learned #2:</b>	Related to lesson 1, traditional institutions are key players and can be effective partners when the vision for development is clear.
<b>Context/comment:</b>	Local/traditional governance structures and local financing structures of communal cooperatives are an inherent part of Africa’s policy/institutional fabric that is connected to the majority of actors, especially in the informal sector. Under the EBAFOSA platform, these traditional institutions provided the much-needed bridge to mobilize community investments for data-generating enterprise actions and to connect ground empirical data with policy actions, and in so doing, enhanced the implement-ability of policy, ensuring the policies that end up prioritised are responsive to prevailing and current needs of communities expected to make behavioural shifts.

<b>Lesson Learned #3:</b>	The project confirmed that indeed, anchoring EBA and clean energy applications for food and livelihood security are critical to enabling the realization of multiple SDGs.
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<b>Context/comment:</b>	<p>The partnerships for EBAFOSA Policy Frameworks mobilized and empowered in Nigeria, Uganda and Cameroon anchored EBA and clean energy applications for food and livelihood security as critical enablers to the realization of multiple SDGs in some of the most prioritized policy instruments in economies. Furthermore, the integration of climate action aspects should be implemented through youth-led enterprise actions. The informal sector, which constitutes the bulk of ground implementers and could unlock traceability of progress and impact, is starting to be accurately established to ensure work builds on successes that have been objectively proven on the ground to be most optimal for impact. Ensuring policy is recalibrated following what has been proven to work on the ground ensures that incentives are targeted at the highest potential for success in the long term.</p>
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### ANNEX XIII: QUALITY ASSESSMENT OF THE REVIEW REPORT

<p>Review Title: Terminal Review of the UNEP Project ‘Coherent Integration of the Environmental Dimension of the Sustainable Development Goals in Regional and National Policy Frameworks in Africa’ (PIMS ID 02086)</p> <p>Consultant: Ms. Nyawira Muthui</p>
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All UNEP Reviews are subject to a quality assessment by the UNEP Evaluation Office. This is an assessment of the quality of the review product (i.e. Main Review Report).

	UNEP Evaluation Office Comments	Final Review Report Rating
<b>Report Quality Criteria</b>		
<p><b>Quality of the Executive Summary</b></p> <p><u>Purpose:</u> acts as a stand alone and accurate <u>summary</u> of the main review product, especially for senior management.</p> <p>To include:</p> <ul style="list-style-type: none"> <li>• concise overview of the review object</li> <li>• clear summary of the review objectives and scope</li> <li>• overall review rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria</li> <li>• reference to where the review ratings table can be found within the report</li> <li>• summary response to key strategic review questions</li> <li>• summary of the main findings of the exercise/synthesis of main conclusions</li> <li>• summary of lessons learned and recommendations.</li> </ul>	<p><b>Final report (coverage/omissions):</b></p> <p>Most required elements are included, except summary responses to key strategic review questions and weaknesses of the project. The scope of review, i.e., the timeframe, is not clearly mentioned, either.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>Although a few essential elements (as mentioned above) are missing, the Executive Summary serves as a concise presentation of review analyses, which enables readers to understand the gist of the review report.</p> <p>Gender and human rights dimensions are also discussed, which gives added value to the Executive Summary.</p> <p>The Executive Summary is geared towards presenting the project's achievements but does not adequately capture the project's challenges and limitations, which the reviewer has already analyzed in the main body of the report.</p> <p>While the findings are insightful and informative, they could have been summarized to capture important elements more concisely. Similarly, a more succinct summary of lessons learned and recommendations could have been added instead of the detailed tables. Due to these lengthy narratives, the Executive Summary goes over 9 pages, possibly compromising its readability.</p> <p>Overall, the section is rated as the ‘Moderately Satisfactory’ to ‘Satisfactory’ range with a few above-mentioned caveats.</p>	4.5
<p><b>Quality of the ‘Introduction’ Section</b></p> <p><u>Purpose:</u> 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.</p>	<p><b>Final report (coverage/omissions):</b></p> <p>The ‘Introduction’ section covers some required information (i.e., the purpose of the review) but misses a lot of basic project information, such as the institutional context of the project, results frameworks to which it</p>	2.5



<p>To include:</p> <ul style="list-style-type: none"> <li>• institutional context of the project (sub-programme, Division, Branch etc)</li> <li>• date of PRC approval, project duration and start/end dates</li> <li>• number of project phases (where appropriate)</li> <li>• results frameworks to which it contributes (e.g. POW Direct Outcome)</li> <li>• coverage of the review (regions/countries where implemented)</li> <li>• implementing and funding partners</li> <li>• total secured budget</li> <li>• whether the project has been reviewed/evaluated in the past (e.g. mid-term, external agency etc.)</li> <li>• concise statement of the purpose of the review and the key intended audience for the findings.</li> </ul>	<p>contributes, date of PRC approval, project duration, and total secured budget.</p> <p>The section does not mention whether the project has been reviewed/evaluated in the past.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>The above-mentioned basic project information could have been inserted adequately, making the section complete. In particular, the section could have described how the project was framed in the UNEP institutional/programme schemes, i.e., POW, sub-programme, Division, and Branch.</p> <p>Overall, the information that is provided in the section is not enough to situate the evaluand in the institutional context. Hence, this section is rated as the 'Unsatisfactory' to the 'Moderately Unsatisfactory' range.</p>	
<p><b>Quality of the 'Review Methods' Section</b></p> <p><u>Purpose:</u> 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"> <li>• description of review data collection methods and information sources</li> <li>• justification for methods used (e.g. qualitative/ quantitative; electronic/face-to-face)</li> <li>• number and type of respondents (see <i>table template</i>)</li> <li>• selection criteria used to identify respondents, case studies or sites/countries visited</li> <li>• strategies used to increase stakeholder engagement and consultation</li> <li>• methods to include the voices/experiences of different and potentially excluded groups (e.g. vulnerable, gender, marginalised etc)</li> <li>• details of how data were verified (e.g. triangulation, review by stakeholders etc.)</li> <li>• methods used to analyse data (scoring, coding, thematic analysis etc)</li> <li>• review limitations (e.g. low/ imbalanced response rates across different groups; gaps in documentation; language barriers etc)</li> <li>• 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</i></li> </ul>	<p><b>Final report (coverage/omissions):</b></p> <p>The section covers most required information. However, the section does not describe details of how to include the voices of different and potentially excluded groups (including women). Furthermore, there is no mention of the number and type of people that were interviewed (Annex III covers the list of interviewees but there is no reference to Annex III). Data analysis methods are not elaborated either.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>A weakness of this section is that gender consideration in the review methods, including data collection, is not clearly mentioned. The list of people consulted during the review (Annex III on Page 86) indicates that only 3 out of 14 interviewed stakeholders were female, of which 2 were UNEP staff (not external stakeholders/beneficiaries). Similarly, there is no reference to the inclusion of the voices/experiences of different and potentially excluded groups.</p> <p>A more elaborated explanation about how the reviewer effectively collected data without organizing field missions would have been beneficial, including strategies that are used to increase stakeholder engagement and to effectively collect data in a remote setting without on-site observation (i.e., how differently and effectively the reviewer conducted telephone interviews and used questionnaires to ensure sufficient data would be collected).</p> <p>In addition, review limitations are described but their mitigation measures are not/cannot be identified.</p>	<p>3.5</p>

<p><i>more marginalised groups. All efforts to provide respondents with anonymity have been made.</i></p>		
<p><b>Quality of the 'Project' Section</b></p> <p><u>Purpose:</u> 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"> <li>• <i>Context:</i> overview of the main issue that the project is trying to address, its root causes and consequences on the environment and human well-being (i.e. synopsis of the problem and situational analyses)</li> <li>• <i>Results framework:</i> summary of the project's results hierarchy as stated in the ProDoc (or as officially revised)</li> <li>• <i>Stakeholders:</i> description of groups of targeted stakeholders organised according to relevant common characteristics</li> <li>• <i>Project implementation structure and partners:</i> description of the implementation structure with diagram and a list of key project partners</li> <li>• <i>Changes in design during implementation:</i> any key events that affected the project's scope or parameters should be described in brief in chronological order</li> <li>• <i>Project financing:</i> completed tables of: (a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing</li> </ul>	<p><b>Final report (coverage/omissions):</b></p> <p>The section provides a lot of required information on the project, although some detailed information is missing, such as the roles of the main stakeholders.</p> <p>Detailed financial information, i.e., budget and expenditure by components, is presented here and also in the 'E. Financial Management' section.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>Overall, various project information is well presented in this section, which enables readers to verify key dimensions of the evaluand. Changes in design during implementation are elaborated. Hence, this section is rated as 'Satisfactory' with a minor caveat below.</p> <p>Stakeholders are well described in detail in the section, covering various vulnerable groups (i.e., women, indigenous groups, and the youth), although an elaboration of the roles of key stakeholders would have been further beneficial. Details could have been illustrated more effectively with the use of a table.</p>	<p>5.5</p>
<p><b>Quality of the Theory of Change</b></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"> <li>• description of how the <i>TOC at Review</i><sup>86</sup> was designed (who was involved etc)</li> <li>• confirmation/reconstruction of results in accordance with UNEP definitions</li> <li>• articulation of causal pathways</li> <li>• identification of drivers and assumptions</li> <li>• identification of key actors in the change process</li> <li>• summary of the reconstruction/results re-formulation in tabular form. <i>The two results</i></li> </ul>	<p><b>Final report (coverage/omissions):</b></p> <p>Some necessary analyses and information are illustrated in the section, using a diagram.</p> <p>However, causal pathways are not explicitly articulated in a narrative form. Drivers and key actors in the change process are not explained adequately either.</p> <p>In addition, the section only partially describes how the <i>TOC at Review</i> was designed, which misses some relevant information, such as who was involved.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>Reconstruction of TOC is done to some extent, and the details, including barriers, risks, and assumptions, are analyzed, which serves as a basis for many analyses that are required for this Terminal Review (TR). A gender-related risk is also briefly analyzed.</p> <p>However, the section does not have a summary of the TOC reconstruction in tabular form, which makes it</p>	<p>3</p>

<sup>86</sup> 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*.

<p><i>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'. This table may have initially been presented in the Inception Report and should appear somewhere in the Main Review report.</i></p>	<p>difficult for readers to understand what has been changed as a result of TOC reconstruction at first glance.</p> <p>Well-crafted narratives to articulate causal pathways with drivers would also have been beneficial for readers.</p> <p>In addition, stakeholder analysis, especially an analysis of key actors in the change process, could have been conducted to identify a linkage of each key stakeholder with the result chain and to clarify causal pathways.</p>	
<p><b>Quality of Key Findings within the Report</b></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. <b>A finding should go beyond description and uses analysis to provide insights that aid learning specific to the evaluand.</b> In some cases a findings statement may articulate a key element that has determined the performance rating of a criterion. Findings will frequently provide insight into 'how' and/or 'why' questions.</p>	<p><b>Final report (coverage/omissions):</b></p> <p>Evidence, i.e., interviews and documents, are generally well presented to back up findings, although these are not necessarily cited in the main texts specifically (the Annex includes lists of interviewees and documents consulted).</p> <p>Triangulation is also occasionally and implicitly done in some parts of the report.</p> <p>Findings are presented against individual review criteria from the TOR with insights.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>In general, findings and evidence are presented consistently. Although all evidence is not articulated, readers can generally see many findings are backed up by certain evidence rather than the reviewer's predetermined ideas.</p> <p>Many findings also provide insights that enhance learning.</p> <p>Consistent support for findings and performance ratings is ensured in line with UNEP's Criteria Ratings Matrix.</p> <p>However, for some criteria (i.e., Financial Management and Sustainability), findings in the narrative form seem to be very favourable about the project's performance, but the rating is lower than what the findings indicate.</p>	5
<p><b>Quality of 'Strategic Relevance' Section</b></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"> <li>• Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities</li> <li>• Alignment to Donor/GEF/Partners Strategic Priorities</li> <li>• Relevance to Regional, Sub-regional and National Environmental Priorities</li> <li>• Complementarity with Existing Interventions: complementarity of the project at design (or</li> </ul>	<p><b>Final report (coverage/omissions):</b></p> <p>Assessment of each sub-criterion is generally well elaborated in the section.</p> <p>However, corporate indicators, such as global, regional, sub-regional, and/or national environmental results indicators are not referred to in the analyses.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>Alignments to various strategies and priorities are generally well-analyzed and elaborated with proper categorization. Overall, relevance analysis is well done.</p> <p>Coherence analysis, covering both external coherence and internal coherence, is also done. However, complementary effects brought from other interventions to the CBIT project (and vice versa) are not adequately analyzed. Narratives end up listing other relevant interventions with a minor description of</p>	5

<p>during inception/mobilisation<sup>87</sup>), with other interventions addressing the needs of the same target groups.</p>	<p>complementarity. A more in-depth analysis would have enriched this section.</p>	
<p><b>Quality of the 'Quality of Project Design' Section</b></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><b>Final report (coverage/omissions):</b></p> <p>The section presents a summary of the project design covering both strengths and weaknesses following the UNEP's Review Criteria Ratings Matrix.</p> <p>Given that details of project design analysis are elaborated in the inception report, only the summary is presented with a table of all sub-criteria ratings, highlighting major strengths and weaknesses of the project design in a narrative form.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>Both strengths and weaknesses of the project design are well covered and analyzed. Major aspects of the project design are well articulated with a few concrete examples. Narratives of each sub-criterion correspond to the respective sub-ratings properly.</p> <p>There seems to be no change of the rating on any sub-criterion from the inception phase, but it should have been clarified in the narrative, if any.</p>	<p>6</p>
<p><b>Quality of the 'Nature of the External Context' Section</b></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 upheaval<sup>88</sup>), 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><b>Final report (coverage/omissions):</b></p> <p>The section provides a very brief analysis of key external features of the project's implementing contexts, but most information that is captured in this section is about the project's risks (predictions that were done during the project design stage), not actual (unexpected) external contexts/events that took place during the project implementation stage.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>The reviewer's analysis is more focused on risk analysis (that should have been done during the project design phase) with limited elaboration of actual (unexpected) external factors that influenced the project implementation.</p> <p>The section could have elaborated more on how actual, unexpected external factors (not only potential risks) have affected the project performance and, if any, how adaptive management of the project has been applied to mitigate the impact.</p>	<p>3</p>
<p><b>Quality of 'Effectiveness' Section</b></p> <p><b>(i) Availability of Outputs:</b></p> <p><u>Purpose:</u> to present a well-reasoned, complete and evidence-based assessment of the outputs made available to the intended beneficiaries.</p>	<p><b>Final report (coverage/omissions):</b></p> <p>The availability of the outputs is described in detail in a narrative format. The timeliness and quality of outputs are also described for many outputs. Achievements of outputs versus the project indicators and targets are presented in a table format.</p>	<p>4.5</p>

<sup>87</sup> A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

<sup>88</sup> Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management of the project team.

<p>To include:</p> <ul style="list-style-type: none"> <li>• a convincing, evidence-supported and clear presentation of the outputs made available by the project compared to its approved plans and budget</li> <li>• assessment of the nature and scale of outputs versus the project indicators and targets</li> <li>• assessment of the timeliness, quality and utility of outputs to intended beneficiaries</li> <li>• 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).</li> </ul>	<p>However, the identification of positive or negative effects of the project on disadvantaged groups, especially women, is not described almost at all in the section.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>Effectiveness analysis is conducted and elaborated in the section. The project performance at the output level, including indicator-wise results, is well analyzed with sufficient detail, referring to the baseline and targets that were set during the project design phase. Evidence is also adequately provided for analyses. It allows us to rate this sub-section as the 'Moderately Satisfactory' to 'Satisfactory' range with a few areas for further improvement as follows.</p> <p>For example, the reviewer's analysis is focused on 1) what the project has achieved and 2) what these achievements may bring in the longer term, which serves as a good basis for outcome/impact analysis. However, the cause of each achievement is not well analyzed in general.</p> <p>Furthermore, the potential (maybe indirect) effects of the project on disadvantaged groups, especially women, and if any, the engagement of these disadvantaged groups in the availability of outputs could have been more elaborated.</p>	
<p><b>ii) Achievement of Project Outcomes:</b></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"> <li>• a convincing and evidence-supported analysis of the uptake of outputs by intended beneficiaries</li> <li>• assessment of the nature, depth and scale of outcomes versus the project indicators and targets</li> <li>• discussion of the contribution, credible association and/or attribution of outcome level changes to the work of the project itself</li> <li>• any constraints to attributing effects to the projects' work</li> <li>• 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).</li> </ul>	<p><b>Final report (coverage/omissions):</b></p> <p>The section describes the achievements and non-achievements of the project outcomes. Each outcome is assessed versus the project indicators and targets in a table format.</p> <p>Meanwhile, the positive or negative effects of the project on disadvantaged groups, especially women, are not described in the section.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>Achievements and challenges of outcomes are generally well-analyzed, including an indicator-wise analysis. An analysis of the uptake of outputs is also done.</p> <p>Furthermore, TOC, including assumptions and drivers, is also briefly referred to for the overall outcome analysis.</p> <p>However, there is an imbalance between achievements of outcomes and those of outputs. In the reviewer's analysis, there seem to be more achievements at the outcome level than at the output level. This is partly because the reviewer's outcome analysis covers a mixture of outcome and output-level results, which could have been more clearly categorized.</p> <p>Overall, with the above-mentioned reservations, this sub-section is rated as the 'Moderately Satisfactory' – 'Satisfactory' range.</p>	<p>4.5</p>

<p><b>(iii) Likelihood of Impact:</b></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"> <li>• an explanation of how causal pathways emerged and change processes can be shown</li> <li>• an explanation of the roles played by key actors and change agents</li> <li>• explicit discussion of how drivers and assumptions played out</li> <li>• 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).</li> </ul>	<p><b>Final report (coverage/omissions):</b></p> <p>The likelihood of impact is described with the most required information, including key actors, drivers, and assumptions.</p> <p>However, there is no table to summarize all these required analyses, which might partially compromise the clarity of the reviewer’s analysis.</p> <p>In addition, there is only partial mention of the unintended negative effects of the project on disadvantaged groups, including women.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>The analysis is generally well done in sufficient detail. Drivers and assumptions as well as key actors are also analyzed, which provides some justification for the reviewer’s rating. This allows us to rate this sub-section as ‘Moderately Satisfactory’ with the following caveats.</p> <p>A potential weakness of this section is that causal pathways and change processes are not adequately explained. There is also no clear distinction between assumptions for the change process from Outcomes to Intermediate States and assumptions for the change process from Intermediate States to Impact.</p> <p>Furthermore, a few narratives are similar to the ones in outcome/output analysis, which gives no value to the impact-level analysis.</p> <p>More robust analysis and elaboration on causal pathways and change processes could have provided stronger evidence for the reviewers’ impact analysis.</p>	4
<p><b>Quality of ‘Financial Management’ Section</b></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"> <li>• <i>adherence</i> to UNEP’s financial policies and procedures</li> <li>• <i>completeness</i> of financial information, including the actual project costs (total and per activity) and actual co-financing used</li> <li>• <i>communication</i> between financial and project management staff</li> </ul>	<p><b>Final report (coverage/omissions):</b></p> <p>All three sub-sections are briefly described. A table is also added in the section to effectively present financial data.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>Completeness of financial information, including the project’s financial figures, is analyzed a little better than the other two sub-criteria.</p> <p>However, 1) adherence to UNEP’s financial policies and procedures and 2) communication between financial and project management staff could have been analyzed more extensively. Only a very basic analysis is done, but a more detailed analysis with evidence could have justified the reviewer’s ratings robustly.</p> <p>Overall, a more in-depth analysis is required in this section.</p>	3.5
<p><b>Quality of ‘Efficiency’ Section</b></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><b>Final report (coverage/omissions):</b></p> <p>The section covers most required information that is needed for efficiency analysis, including discussions on the use of pre-existing institutions, partnerships, and no-cost extensions.</p>	5.5

<p>To include:</p> <ul style="list-style-type: none"> <li>time-saving measures put in place to maximise results within the secured budget and agreed project timeframe</li> <li>discussion of making use, during project implementation, of/building on pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc.</li> <li>implications of any delays and no cost extensions</li> <li>the extent to which the management of the project minimised UNEP’s environmental footprint.</li> </ul>	<p>Meanwhile, time-saving measures are not mentioned (partly because the project was not completed as initially scheduled). The minimization of UNEP’s environmental footprint is not described in the section either.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>The analysis in this section is well done from diverse perspectives. In particular, the section elaborates well on how the project has enhanced efficiency with an effective use of the existing structures and partnerships. Furthermore, the utilization of human resources is also analyzed, highlighting the project’s efficiency.</p> <p>If any, an analysis of the project’s time-saving measures would have given added value to the efficiency analysis.</p> <p>Overall, sound analyses are done for the Efficiency criteria, which allows us to rate this section as ‘Satisfactory’.</p>	
<p><b>Quality of ‘Monitoring and Reporting’ Section</b></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"> <li>quality of the monitoring design and budgeting (<i>including SMART results with measurable indicators, resources for MTE/R etc.</i>)</li> <li>quality of monitoring of project implementation (<i>including use of monitoring data for adaptive management</i>)</li> <li>quality of project reporting (<i>e.g. PIMS and donor reports</i>) \</li> </ul>	<p><b>Final report (coverage/omissions):</b></p> <p>All three sub-sections include a lot of required information, but some information, i.e., use of monitoring data, adaptive management, and the impact of the COVID-19 pandemic on monitoring, is missing in the section.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>The section attempts to look at the project’s monitoring and reporting function in depth. The project’s monitoring plan, including indicators, is relatively well analyzed. The reviewer has also analyzed the challenges of the quality of the project’s reporting in detail, which serves as an important lesson learned from the project.</p> <p>The difficulty/non-availability of gender-disaggregated data collection (due to the nature of the project’s indicators) is also mentioned.</p> <p>Overall, most required analyses are done properly, but there are a few areas for improvement as follows:</p> <p>First, the section does not elaborate well on how monitoring data was utilized by the project. The project has problems in the 2023 annual report and project closure report, but the section notes that the project produced high-quality annual reports in 2020 and 2022. The reviewer could have analyzed how these reports’ findings and monitoring data were utilized for adaptive management.</p> <p>Furthermore, the impact of the COVID-19 pandemic on the monitoring of project implementation is not assessed, although the report mentions the challenges of the COVID-19 pandemic, leading to two no-cost extensions of the project.</p> <p>The EOU notes inconsistencies in assigning the ratings on this topic within the report.</p>	<p>4.5</p>

<p><b>Quality of 'Sustainability' Section</b></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"> <li>• socio-political sustainability</li> <li>• financial sustainability</li> <li>• institutional sustainability</li> </ul>	<p><b>Final report (coverage/omissions):</b></p> <p>All three aspects of sustainability are analyzed with a lot of required information.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>All three aspects are broadly assessed, among which socio-political sustainability is relatively well analyzed, highlighting the ownerships and commitments of key stakeholders.</p> <p>However, analyses on financial sustainability and institutional sustainability could have been further strengthened.</p> <p>For example, the financial sustainability part could have included a few important details (i.e., approximately what percentage of the required future funding requirements are likely to be secured/ have been secured), which would have justified the reviewer's rating.</p> <p>In general, most of the reviewer's analyses are based on very positive prospects, but if any, the identification of potential risks and inhibiting factors of sustainability could have made the analysis more robust.</p> <p>Furthermore, several sentences in this section are duplicated across a few sections.</p>	<p>3.5</p>
<p><b>Quality of Factors Affecting Performance Section</b></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"> <li>• preparation and readiness</li> <li>• quality of project management and supervision<sup>89</sup></li> <li>• stakeholder participation and co-operation</li> <li>• responsiveness to human rights and gender equality</li> <li>• environmental and social safeguards</li> <li>• country ownership and driven-ness</li> <li>• communication and public awareness</li> </ul>	<p><b>Final report (coverage/omissions):</b></p> <p>All sub-areas are elaborated in a standalone section with a lot of required information.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>Overall, the analysis is generally well done for almost all sub-sections. Especially, the sub-sections of 'responsiveness to human rights and gender equality' and 'communication and public awareness' are well analyzed with insights, which gives added value to the report.</p> <p>A potential weakness of this section is that some information is duplicated across a few sections of the report, which makes this section a little redundant.</p>	<p>5.5</p>

1. <sup>89</sup> In some cases 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the executing agency and the 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.



<p><b>Quality of the Conclusions Section</b></p> <p><b>(i) Conclusions Narrative:</b></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"> <li>• compelling narrative providing an integrated summary of the strengths and weakness in overall performance (achievements and limitations) of the project</li> <li>• clear and succinct response to the key strategic questions</li> <li>• human rights and gender dimensions of the intervention should be discussed explicitly (e.g. how these dimensions were considered, addressed or impacted on)</li> </ul>	<p><b>Final report (coverage/omissions):</b></p> <p>The section contains a summary of the achievements of the project, but its challenges and limitations are not mentioned well.</p> <p>There is no reference to responses to the key strategic questions.</p> <p>Human rights and gender dimensions are not discussed.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>The section summarized the major findings of the TR, especially the project’s achievements, with sufficient details.</p> <p>However, except for the issue of the reporting, the challenges and limitations of the project are not well presented in the Conclusions section. A more balanced description of both the achievements and limitations of the project would have made the storyline of the Conclusions section clearer.</p> <p>Furthermore, there could have been a reference to major evidence, including data/figures, to make narratives more compelling. Also, the section could have referred to result frameworks and/or key indicators to highlight the project’s achievements.</p> <p>In addition, the Conclusion section could have referred to human rights and gender dimensions of the interventions that have been analyzed in the main sections of the report.</p>	<p>3.5</p>
<p><b>ii) Utility of the Lessons:</b></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"> <li>• 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)</li> <li>• briefly describe the context from which they are derived and those contexts in which they may be useful</li> <li>• do not duplicate recommendations</li> </ul>	<p><b>Final report (coverage/omissions):</b></p> <p>The section presents a set of lessons learned with contexts and relevant information.</p> <p>Lessons learned do not duplicate recommendations.</p> <p>Meanwhile, there is no lesson learned that addresses gender and human rights dimensions.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>Most lessons learned are derived from review findings. A strength of these lessons learned is that they are deeply concerned with the thematic aspects of the project, which provides learning and insights.</p> <p>However, the lessons learned are not well structured. In particular, each lesson does not elaborate well on the potential benefits and applicability of the lesson to other projects/similar contexts (replication and generalization). It is difficult to see whether and how we could apply these lessons to other projects, which may potentially cast doubt on the practicality of the lessons.</p> <p>This section could have covered 1) identification of the problem (based on review analysis/findings), 2) the root cause of the problem, 3) proposed course correction, and 4) potential benefits and applicability to other projects/similar contexts, in a more structured manner.</p>	<p>3.5</p>
<p><b>(iii) Utility and Actionability of the</b></p>	<p><b>Final report (coverage/omissions):</b></p>	<p>5</p>

<p><b>Recommendations:</b></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"> <li>• are feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when</li> <li>• include at least one recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions</li> <li>• represent a measurable performance target in order that the UNEP Unit/Branch can monitor and assess compliance with the recommendations.</li> </ul> <p><b>NOTES:</b></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 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>The section presents 3 recommendations in a table format, covering most required information.</p> <p>Recommendation #3 is directly related to strengthening the human rights and gender dimensions of UNEP interventions.</p> <p>Meanwhile, Recommendations #2 and #3 could have further clarified who (i.e., division/unit) shall be responsible for the respective recommendations.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>Each recommendation entails sufficient detail with some analysis. All come from the findings of the review, which makes them realistic.</p> <p>All 3 recommendations are also feasible, concrete, and measurable, which enables UNEP to make a detailed action plan to address these recommendations. This allows us to rate this section as 'Satisfactory'.</p> <p>Meanwhile, all recommendations are at the activity level (low level). While it depends on the case, ideally, there should also be a few recommendations that lead to more transformative changes at a little higher level. If appropriate, there might have been 4 to 5 recommendations in total, a few of which may address different stakeholders, because this area of work covers a wide variety of stakeholders.</p> <p>With this potential, minor reservation, the section is rated as 'Satisfactory'.</p>	
<p><b>Quality of Report Structure and Presentation</b></p> <p><b>(i) Structure and completeness of the report:</b></p> <p>To what extent does the report follow the UNEP Evaluation Office structure and formatting guidelines? Are all requested Annexes included and complete?</p>	<p><b>Final report (coverage/omissions):</b></p> <p>The report contains all necessary sections following the UNEP guidelines.</p> <p>All required Annexes are included, except the Review Brief (which might be intentionally omitted in agreement with the UNEP project manager).</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>The report is generally well-structured following the UNEP guidelines.</p> <p>Beyond the structure and formatting of the report, the quality of analysis varies by section; robust analysis is done in some sections, while others end up with very broad analysis. All evaluation criteria could have been analyzed robustly, which would have further enhanced the completeness of the report.</p>	5
<p><b>(ii) Writing and formatting:</b></p> <p>Consider whether the report is well written (clear</p>	<p><b>Final report (coverage/omissions):</b></p>	5

<p>English language and grammar) with language that is adequate in quality and tone for an official document?</p> <p>Do visual aids, such as maps and graphs convey key information?</p>	<p>The report is well-written and formatted in general. The language is adequate and the tone is also appropriate.</p> <p>Visual aids, including charts and diagrams, are used across the report, where deemed appropriate.</p> <p><i>Final report (strengths/weaknesses):</i></p> <p>The report is generally easy to follow, enabling all readers to easily understand what is written across the report.</p> <p>Many sections are generally concise, although a few sections (i.e., Executive Summary) exceed the maximum allowed number of pages against the UNEP guidelines.</p> <p>A potential weakness of the report is that several sentences and paragraphs are almost duplicated across multiple sections, which sounds redundant. Duplication could have been avoided to enhance the readability and clarity of the report.</p>	
<p><b>OVERALL REPORT QUALITY RATING</b></p>		<p><b>4.3</b></p>

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.