



United Nations Environment Programme

**Terminal evaluation of the UNEP project:
Supporting the 10 Year Framework Program for Africa on
Sustainable Consumption and Production, 2007-2008**

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Acronyms

ARSCP	African Roundtable on Sustainable Consumption and Production
ACMEN	African Ministerial Conference on Environment
AEM	African Eco-labeling Mechanism
ALCAN	African Life Cycle Analysis Network
ALCANET	African Life Cycle Assessment Network
AU	African Union
CDG	Carl Duisberg Gesellschaft, Germany
CP	Cleaner Production
CSD	Commission on Sustainable Development
GTZ	Gesellschaft für Technische Zusammenarbeit (German Agency for Technical Cooperation).
ICLEI	International Council for Local Environmental Initiatives
ITMA	Industry, Trade and Market Access
MoU	Memorandum of Understanding
MTF	Marrakech Task Force
NCPC	National Cleaner Production Centre
NGO	Non-Governmental Organization
NEMC	National Environment Management Council, Tanzania
SCP	Sustainable Consumption and Production
TF	Task Force
UNCTAD	United Nations Conference on Trade and Development
UNEP	United Nations Environment Program
UNIDO	United Nations Industrial Development Organization
10YFP	10 Year Framework Program

Executive Summary

Project objectives and expected results:

The primary objective of this project “Support to the African 10-Year Framework Program (10YFP) on Sustainable Consumption and Production (SCP)” is to further strengthen the substantive relevance of the African Roundtable on Sustainable Consumption and Production (ARSCP) by facilitating the development and implementation of the African 10YFP on SCP as approved by the African Ministerial Conference on Environment (AMCEN) in March 2005. More specifically the Project focused on:

- Facilitating the development of the 10YFP at national and cities level;
- The development and implementation of pilot projects in selected priority areas;
- Knowledge and information management.

The main objectives of the project were formulated as follows:

- 3 – 5 national and city-wide action plans on sustainable consumption and production;
- Technical support provided to at least two countries on the establishment of National Cleaner Production Centres (NCPCs) by utilizing existing capacities in other NCPCs;
- Two pilot projects on selected priority areas of the African 10YFP on SCP developed and implemented;
- Compendium of best practices in selected areas of priorities under the framework program prepared and published for wider use;
- Regional capacity building programs are organized in which more than 40 practitioners will be trained;
- The fifth ARSCP organized and held;
- The strategy for developing an African Eco-labelling program shall be developed and training will be conducted at the regional level;
- A discussion paper that focuses on identifying the existing leapfrogging opportunities for Africa towards sustainable consumption and production produced.

The above objectives were to be achieved through the following activities:

1. Support will be provided to the German Taskforce on Cooperation with Africa and the Regional Steering Committee for the development and implementation of the 10YFP for Africa;
2. Selection of the pilot countries and cities will be done on the basis of the demonstrated commitment for the development of the 10YFP at the specific level;
3. The key priority areas for the development of a pilot project and the preparation of the compendium of best practices will be selected and the methodology will be prepared through an active consultation with the ARSCP and other regional partners;
4. Existing institutional and technical capacities in the region will be identified and utilized in implementing the activities under this component;
5. Active partnership with the Marrakech Taskforces shall be promoted through the German Taskforce on Cooperation with Africa;

6. Cooperation with other partner agencies and institutions that are working in a related area will be promoted.

The overall conclusion of the evaluation is that the implementation of project has been satisfactory. The main conclusions are:

General conclusions:

1. The “Support the African 10-YFP on SCP project” was certainly a success. Overall:
 - It brought together policy makers and experts from African countries and international organizations;
 - The project prepared a series of outputs that can be used as examples for other African countries;
 - The African Eco-labeling Mechanism (AEM) has been adopted at the fifth ARSCP in Johannesburg and the AMCEN meeting in Johannesburg. AMCEN called upon the African Union Commission to develop and implement the eco-labeling scheme.
 - Documents and materials have been made available and disseminated to other interested countries and organizations through the ARSCP website.
2. National governments, through their participation in ARSCP and in AMCEN supported the SCP principles and included some of the project’s outputs in their environmental policy programs. The Project thus contributed to improved environmental policy making in the countries;
3. However, there is still a lot to be done in raising awareness and capacity building in environmental policy development and on SCP in the region: environmental policy and legislation is still weak and requires further strengthening, there is insufficient enforcement and sustainable production is not an element in industrial development policies in most countries;
4. Availability of funds to foster SCP in the target countries is still very limited. NCPCs almost fully depend on international donor organizations, UNEP and the United Nations Industrial Development Organization (UNIDO) to develop and implement SCP related activities. As this provides a risk that SCP oriented activities in the region will be significantly reduced without donor-support, the project could focus on establishing a sound policy basis in the countries in the region;

Compilation of best practices and development of pilot projects:

5. A detailed report on SCP Best Practices in the region has been prepared and disseminated. It has been actively used by the countries in the region, especially the countries and cities involved in the preparation of SCP-plans;
6. The African Eco-labeling Mechanism was a successful example of regional cooperation involving regional and international experts in the development of a regional Ecolabeling scheme, working with regional policy makers to ensure wide support and agreement on the approach developed. This resulted in adoption of the AEM at the ARSCP-5 meeting in Johannesburg.

Supporting the development of national and city SCP plans:

7. The Project assisted in the development of 2 national and two city level SCP plans through wide and active participation of national and international experts in a series of workshops and training activities in the respective countries and other occasions;

8. National and city SCP plans should include an overview of the implementing structure and organizations with a clear description of their tasks and responsibilities. These SCP-plans should also have a financial chapter showing the expected costs of program implementation and as the funding of the plan.
9. NCPCs played an essential role in stimulating environmental improvements at local level and to strengthen environmental management in companies. They also supported national environmental policies and contributed to increased awareness among industry and governments. Their position in their countries however remain difficult: although accepted by their governments as important implementers of environmental improvements, they are not or insufficiently used by industries to improve environmental management and performance;

Capacity building and regional knowledge management:

10. The Regional Roundtable organized in Johannesburg contributed directly to strengthening international cooperation in the region. ARSCP remains an important instrument in information exchange among countries and with international experts and organizations in the field of SCP in the region;
11. The ARSCP meeting brought together environmental and SCP experts from the region and from international organizations and policy makers from the African region and contributed significantly to information exchange, improvement of environmental policy making. ARSCP can thus be considered as an important African platform for environmental and SCP policy development and implementation;
12. During the Regional Roundtable training on Sustainable Procurement was organized by the Taskforce on Sustainable Procurement, facilitated by the Project. No reports on capacity building activities organized by the program were identified, except for the training activities that were part of the national and city level SCP plan development and the training within the African Eco-labeling project.

Promotion of active partnerships with other Marrakech Taskforces and other agencies and institutions:

13. In all project activities other relevant institutions, regional and international, including other Marrakech taskforces participated, thus contributing to establishing partnerships in the region;
14. The Project prepared a concept-note on Inter taskforce collaboration.

The main general recommendations and lessons learned are:

Recommendations:

The ARSCP has proven to be a very useful policy forum contributing to information dissemination and awareness-raising on SCP in the region. At its meetings the outcomes of the 10YFP on SCP were presented and discussed together with other environmental policy issues. ARSCP thus proved to be an effective instrument in the region to enhance environmental policy making. It thus serves as a role model for other regions. The Project should focus on further strengthening ARSCP through strengthening the ARSCP secretariat and executive board. The Project program should certainly continue to support and strengthen ARSCP.

1. The Project provided important support to SCP development and implementation in the African region. The project effectively built upon activities initiated by other donors, UNEP and UNIDO. No overview was available of the major programs and initiatives implemented by these other donors. In order to more effectively coordinate these programs and their activities and project in the African region, an overview of all SCP related projects and activities that are being developed and implemented by different donor organizations: UNEP, UNIDO, German Taskforce, other donor countries and organizations should be prepared. Such review could be prepared by UNEP/ UNIDO or the ARSCP secretariat, in any case with UNEP/ UNIDO assistance. This will also facilitate and strengthen coordination of these programs and stimulate more cooperation in project implementation. The project office with support from UNEP/DTIE could play a coordinating role in the implementation of these programs;
2. Monitoring & Evaluation: The project prepared annual progress reports with overviews of activities and outcomes for the reporting periods. These progress reports did not compare the outcomes with the expected results as detailed in the project document and did not give a financial overview. Project progress reports could be improved and should include an overview of expenditures versus implemented activities in order to allow an assessment and comparison of project budget with activities and related expenditures. For the next reporting period an overview of expected activities with required budgets should be presented. Project activities and results should be directly related to and compared with the project objectives and expected outputs as presented in the project document e.g. the project log frame;
3. The Independent Evaluation of the UNEP-UNIDO Cleaner Production Program provides a number of recommendations and lessons learned that are also applicable to this Project:
 - The Program should formulate a clear networking strategy with tangible and realistic outcomes and activities. The Project could certainly play this role for the African region;
 - The Program should support the NCPCs/NCPPs to undertake periodic assessments of the national status of Cleaner Production, to define and review their strategic niche with service portfolios that are most appropriate and effective in their respective national contexts. The Project could undertake an SCP assessment in the African region to further define its objectives and activities. This was also recommended in the evaluation of the project “Institutionalizing the ARSCP”;
 - The Program should adopt a results-based management model at Program and national level and develop a comprehensive system to monitor performance in capacity building, institutional development and results and impacts from Cleaner Production (CP) service delivery. This recommendation could be adopted as such for this Project and is in line with the conclusions above;
4. The project should design and implement more regional training and capacity building activities, also for the NCPCs e.g. at the expert level as for policy and decision makers in the region. Different reports show an important need for more knowledge and experience in the field of environmental management and resource efficiency in all of the countries in the region;
5. Realistic financial planning together with reporting on project activities and on financial development directly related to project activities would contribute to implementing the project as foreseen and as agreed with the funding organizations.

6. The Project worked primarily with experts from NCPCs in the region and from international organizations, together with policy makers from the African countries. SCP addresses also companies and industries. The Project should therefore also make efforts to include the business sector in its activities, especially in the ARSCP meetings where representatives from the African business sector could provide their views and opinions on more effectively addressing the needs and requirements of industry in Africa;
7. Improved coordination of SCP and other environmental programs developed and implemented in the region could certainly strengthen the position of the Project itself and contribute to improved implementation of the projects prepared for individual countries in the region. For example, the Project could have contributed to the organization of the National Roundtable on SCP organized in Johannesburg, end of 2008, as part of a series of national roundtables organized by UNEP/DTIE in four regions;
8. In view of the current priority for sustainable energy and its potential contribution to climate change mitigation, the project should promote activities in the field of sustainable energy and the use of indigenous resources (biomass, water, sun, wind);

Evaluation:

9. An assessment of the results of ARSCP itself may contribute to developing a next program of ARSCP activities and to set priorities for the coming period. An ex-post evaluation was recommended in the earlier evaluation already, but it would be better to conduct such an assessment now as its results will then contribute to addressing the current needs in the region. The “Review of SCP in Africa” (reference 8, Annex 2) forms a good starting point for an evaluation of the functioning of ARSCP.

1. Introduction and background

1.1 Context

The African Roundtable on SCP was initiated by UNEP in 2000 and the first roundtable was organized in August 2000 with the support from the Government of Norway and the Carl Duisberg Gesellschaft (CDG) of Germany. One of the recommendations from the two roundtables was to institutionalize the African Roundtable on SCP. This regional need provided the basis for the development and implementation of the project on “Institutionalizing the African Roundtable SCP”.

The implementation of the project “Institutionalizing the African Roundtable on SCP” started in 2004. The objective of the project was to provide support to the organization of the African Roundtable as a regional networking institution and strengthen national capacities for the promotion of sustainable consumption and production. Some of the key activities were:

- Preparing a regional status report on Sustainable Consumption and Production (SCP);
- Supporting the organization of the third and the fourth African Roundtables on SCP;
- Supporting the secretariat of the ARSCP;
- Organization of national and regional roundtables on SCP (Lake Victoria; Addis Ababa; Ghana; Mauritius; Senegal);
- Establishment of ALCANET, the African Life Cycle Assessment Network;
- Development of the African 10 Year Framework program on SCP.

The African 10YFP on SCP was developed through expert meetings (e.g. Casablanca, Nairobi) and was finally endorsed by the African Ministerial Conference on Environment (AMCEN) in March 2005, in Dakar, Senegal.

The UNEP project “Supporting the African 10 Year Framework Program on Sustainable Consumption and Production (SCP)” was designed to support the outcomes of the fourth African Roundtable on SCP at which the African 10YFP on SCP was launched through a high-level session in conjunction with the opening of the fourth African Roundtable. During this fourth ARSCP a series of working group sessions was organized during which the further development and implementation of the African 10YFP were outlined:

- SCP promoting institutions at the national local and national level should work on further developing and implementing the relevant key activities identified;
- The following key priorities were identified:
 - Efficient water utilization and services;
 - Labeling of African products to regional and international markets;
 - Promotion of integrated solid waste management;
 - Production and use of biofuels;
 - Information and knowledge management for SCP.
- To provide technical inputs for the further development and implementation of the activities in the above areas, five technical committees were established that will operate under the secretariat of ARSCP;

- Establishment of a Regional Steering Committee, chaired by AMCEN with ARSCP as the vice-chair.

Marrakech process:

It was also during ARSCP-4 that the first meeting of the Task Force for Cooperation with Africa led by Germany took place. The Task Force (TF) would be chaired by Germany with ARSCP as the vice-chair. The Cooperation with Africa Task Force was established by the German Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU). The main objective of this TF is to support African countries in the integration of SCP into existing programs. One of the major activities of the Task Force focuses on supporting the development and implementation of national SCP action plans in Africa. In addition, the importance of developing linkages between the TF and the other Marrakech Task Forces (MTF) is prominent for the effective support of African countries towards SCP implementation.

The objective of the “Strengthening the Cooperation with Africa Task Force (TF)” was twofold:

1. To encourage and support African countries in the integration of SCP in existing plans and programmes
2. To develop national sub-regional and/or regional action plans on SCP that allows them to leapfrog, reducing poverty while adopting sustainable patterns of consumption and production in the early stages.

The TF “Strengthening the Cooperation with Africa” realized its objectives by supporting and actively participating in the above mentioned UNEP project “Supporting the African 10 YFP on SCP”.

2.1 Project background and objectives

The preceding project, “Institutionalizing the African Roundtable on Sustainable Consumption and Production” had a midterm evaluation in 2006 through the UNEP Evaluation and Oversight Unit. The project at that stage registered a very positive rating. The Project “Support to the African 10 Year Framework Program on SCP” started 9 January 2007 and ended December 2008, was the follow-up of the project “Institutionalizing the African Roundtable on Sustainable Consumption and Production”, which was implemented from March 2004 until June 2006.

This project is financed by UNEP through the KT Trust Fund for the promotion of cleaner production investments in developing countries (financed by the Government of Norway) and through the German Taskforce on Cooperation with Africa. The overall budget of the project was US\$ 366,035. UNEP contributed US\$ 172,285 and the German Taskforce for Africa US\$ 193,750. In 2008 the project budget was increased.

Primary objective of this project is to further strengthening the substantive relevance of the SCP by facilitating the development and implementation of the African 10 Year Framework Program on SCP as endorsed by AMCEN in March 2005. More specifically the project will focus on:

- Facilitating the development of the 10YFP at national and cities level;
- The development and implementation of pilot projects in selected priority areas;
- Knowledge and information management.

The Project will build on the gains made by the project on institutionalizing the African Roundtable on SCP.

The main objectives of the Project were formulated as follows:

- 3 – 5 national and city-wide action plans on sustainable consumption and production;
- Technical support provided to at least two countries on the establishment of National Cleaner Production Centers (NCPCs) by utilizing existing capacities in other NCPC's;
- Two pilot projects on selected priority areas of the African 10YFP on SCP developed and implemented;
- Compendium of best practices in selected areas of priorities under the framework program prepared and published for wider use;
- Regional capacity building programs are organized in which more than 40 practitioners will be trained;
- The fifth African Roundtable on Sustainable Consumption and Production organized and held;
- The strategy for developing an African Eco-labeling program shall be developed and training will be conducted at the regional level;
- A discussion paper that focuses on identifying the existing leapfrogging opportunities for Africa towards sustainable consumption and production produced.

The above objectives shall be achieved through the following activities:

7. Support will be provided to the German Taskforce on Cooperation with Africa and the Regional Steering Committee for the development and implementation of the 10YFP for Africa;
8. Selection of the pilot countries and cities will be done on the basis of the demonstrated commitment for the development of the 10YFP at the specific level;
9. The key priority areas for the development of a pilot project and the preparation of the compendium of best practices will be selected and the methodology will be prepared through an active consultation with the ARSCP and other regional partners;
10. Existing institutional and technical capacities in the region will be identified and utilized in implementing the activities under this component;
11. Active partnership with the Marrakech taskforces shall be promoted through the German taskforce on Cooperation with Africa;
12. Cooperation with other partner agencies and institutions that are working in a related area will be promoted.

1.3 Evaluation background

The evaluation of this project must be seen against the background of a continuing need for activities in the field of SCP. The UNEP project in fact started in 2004 as an institutionalization project to further establish the ARSCP. The project continued in 2007 to further support the ARSCP and to produce a number of concrete SCP deliverables. In general there is consensus that these activities should continue to enhance SCP in Africa. Main objective of this evaluation therefore is to address the main needs and opportunities for the coming years and to identify lessons learned and priorities.

In this respect it is important to include the results and recommendations that resulted from other studies in this field. In this respect the following three studies have been used to identify a number of priorities in the field of SCP for Africa:

1. Independent Evaluation of UNEP-UNIDO Cleaner Production Program, May 2008;
2. Independent Evaluation of the UNEP-UNIDO Cleaner Production Program of Mozambique, country evaluation report, Eco-innovation, Perth, Australia, April 2008;
3. African Review Report on SCP by the UN Economic Commission for Africa, October 2009.

The objective of the first evaluation was “to provide evidence with regard to the current status, the potential and the needs of the NCPCs and related initiatives. It will do this by carrying out an independent program evaluation of the CP-Program, leading to concrete recommendations with regard to the future strategy of the program”. Overall, the evaluation concluded that NCPCs/NCPPs have been established and are reportedly undertaking CP and CP-related activities. Experience and expertise has been gained and reasonable progress has been made in putting CP on the agenda, delivering professional training and implementation in particular of low to medium technology options.

The biggest challenge for the UNEP-UNIDO Program is to adapt to the changing interests and demands from governments and private sector. For this, the Program urgently needs a consistent Strategy that is impact-focused, delivers and values excellence and takes due account of the specific situation of host countries. The Strategy should drive the institutionalization, positioning and profiling of NCPC/NCPP into nationally appropriate niches with customized service and capacity profiles. It should effectively promote the sharing of leading practices within a competence based network of CP support institutions, including qualifying NCPCs/NCPPs and other CP service providers not established through the UNIDO-UNEP CP Program.

The main observations and recommendations resulting from the above evaluations can be summarized as follows:

1. *Relevance*: the Program should be continued to assist developing and transition economies to develop capacity to apply CP practices, technologies, methodologies and policies in support of their national socio-economic and environmental priorities;
2. *Impact*: the NCPCs/NCPPs should capitalise on their achievements and target their service delivery better to increase impact of their services on the uptake of CP practices, technologies and policies, in particular during the phase of support through UNIDO-UNEP and donors;
3. *Design and Strategy*: the Program should be guided by a succinct program document, with a clear strategy, a justification of the intervention logic and the specific roles and contributions from UNIDO, UNEP and local and international stakeholders;
4. *Focus (Contents)*: the Program should re-establish its primary focus on CP and articulate a dual strategy for its further development to enable *specialisation* (in policy and/or technology) and *diversification* (socially driven and/or environmentally driven) of NCPC/NCPP as they and their national stakeholders see fit in their respective national contexts;
5. *Networking*: the Program should formulate a clear networking strategy with tangible and realistic outcomes, outputs and activities, which could be realised by supporting a membership based network that would be open to qualifying institutions, including NCPCs established by the UNIDO-UNEP CP Program as well as eligible other CP service providers;
6. *NCPC Services*: the Program should support the NCPCs/NCPPs to undertake periodic assessments of the national status of CP, to define and review their strategic niche with service portfolios that are most appropriate and effective in their respective national contexts;
7. *Management and Monitoring*: the Program should adopt a results-based management model at Program and national levels and develop a comprehensive system to monitor performance in capacity building, institutional development and results and impacts from CP service delivery. It should also monitor that agreed project structures, governance arrangements and contributions from host countries and institutions are being achieved.
8. *Governance and Ownership*: the Program and the NCPCs should adopt transparent and accountable governance structures at Program and national levels, preferably with small boards

with participation of private sector, government and civil society, that assume accountability for the success of the Program and the NCPCs; and

9. *Excellence*: the Program should establish a culture of experimentation and continuous improvement in CP service delivery. Sufficient program funding should be made available for that purpose.

The evaluation of the Mozambique CP program came to the following conclusions for the Mozambican NCPC:

1. *Relevance*: is low for all stakeholders and for all program elements. This is principally caused by the fact that in the country's current socio-economic context, industrial environmental management is not yet a top priority for national government.
2. *Effectiveness*: has been low in the establishment, operation, management and support of the MNCPC.
3. *Efficiency*: has not met reasonable expectations for all program components. As the program delivery was not effective, considerable effort of the MNCPC continued to be devoted to trying to overcome internal and external barriers, while root problems of in-effectiveness were not acknowledged by the Program Management.
4. *Sustainability*: the sustainability of MNCPC is critically low. At result level it is potentially a bit higher as companies are likely to attempt to retain the environmental and productivity benefits that they have made with the CP options they have implemented.
5. *Capacity Development*: in regards to environmental management, some discernable contribution has been made to capacity building of the audited companies and the government units directly involved with the MNCPC.
6. *Ownership*: there is some ownership for CP as a concept and business practice by the businesses that have implemented some CP options, and also some ownership of the National Centre by the national government. Overall, however, ownership of the MNCPC remains low.

Although some of the above findings are specific for the Mozambican situation, a number of these conclusions are certainly relevant for other NCPCs in the region.

By the end of 2009, a Review of SCP in Africa was conducted by the ARSCP secretariat, based on a Terms of Reference prepared within the framework of this Project. This review was conducted as one of the preparatory activities for Committee on Sustainable Development (CSD)-18. The main challenges and lessons learned from that review were:

Challenges:

1. Priority areas for SCP will differ from one country to another, but the following challenges and constraints seem to be commonplace in most countries:
 - (i) Poor education and lack of awareness of the benefits of SCP among all stakeholders;
 - (ii) Government failures (lack of legislation and/or enforcement; weak recognition of SCP in most policies; weak institutional capacity for monitoring and using economic instruments; absence of enforceable pollution standards; lack of decentralization to local authorities; lack of appropriate consumer rights, policies and legal instruments for promotion of sustainable consumption; incoherent policies);

- (iii) Lack of human and technical capacity (lack of capacity for product development and formulation of bankable CP projects in industry; lack of capacity on SCP tools in government; widespread reliance on obsolete technologies; lack of information on emerging clean technologies);
 - (iv) Economic failures (financial instability of NCPCs; under-pricing of natural resources; lack of appropriate financing mechanisms for SCP investments; lack of financial incentives; widespread poverty);
 - (v) Systemic failures (absence of monitoring; lack of systematic training of employees and lack of research and development in industry; shortage of reliable data on pollution and use of resources; inadequate research on SCP; consumer traditions);
 - (vi) Organizational failures (poor institutional setting; absence of collaborative projects and exchange programs in the region to facilitate knowledge sharing).
2. A key opportunity for addressing the above challenges lies in regional cooperation, given that countries often face similar problems. Many successful initiatives have been implemented at local level in such areas as energy efficiency, waste management, buildings and SCP.

Lessons learned

- Political will and commitment is essential for the effective implementation of the African 10-YFP. The organizational support that has been provided by UNEP together with the political leadership and support provided by AMCEN and the financial support provided by the Marrakech Taskforce on Cooperation with Africa have been highly instrumental in the achievements registered so far and for the significant level of interest amongst development partners in working with the region. The leadership and guidance being provided by the African Union Commission, ECA and UNEP in the further development and implementation of the 10-YFP should be maintained, if not enhanced. In addition to regional cooperation, international cooperation is important in ensuring program implementation and the leapfrogging towards SCP. In this regard, the region's cooperation with development partners such as the Government of Germany and the Marrakech Task Forces should be fostered.
- The ARSCP must be better able to use the opportunity provided by the political commitment shown by AMCEN, the Marrakech Task Force on Cooperation with Africa and the other Marrakech Task Forces to strengthen its strategies and programs.
- A basic condition for SCP is to increase general awareness and understanding of the concept among all people.
- Individual initiatives will not bring about wholesale changes in SCP patterns unless there is a national integrated strategy to promote SCP using a range of policies. Governments should develop appropriate national policy frameworks to effectively support integration and development of sustainable consumption and production, and the coordination between different government departments.
- The effective development and implementation of sustainable consumption and production in African countries could be significantly facilitated through the mainstreaming of SCP into the priorities and decision-making criteria of bilateral and multilateral development financing agencies. Hence, development partners need to mainstream SCP into their bilateral financing procedures.

- A mix of policies and instruments is desirable for SCP implementation, with financial and economic instruments, information tools, and voluntary measures along with regulations. Enforcement capacity of regulations and institutional capacity for economic instruments need to be strengthened in all African countries.
- All African countries and local Governments require assistance in starting sustainable procurement, including guidance on specific products.
- Visible implementation of SCP activities at an early stage is important to demonstrate the concept and to show that it can have a significant impact on the production-consumption system.
- Capacity-building and skills development are important in the promotion of SCP. Tools to support or promote sustainable consumption need to be strengthened and integrated with production activities.
- There is need for broader adoption and implementation by industry of values consistent with corporate social and environmental responsibility, such as those embodied in the Global Compact.

It is clear from the above evaluation report and the African review report on SCP, that awareness raising and information dissemination on SCP is still among the priorities for this region. Regional cooperation is definitely one of the main roads to follow in fostering SCP in Africa.

The above findings and recommendations have been used during this evaluation.

2. Evaluation scope, objective and methods

2.1 Evaluation scope and objectives

The objective of this terminal evaluation is to examine the contribution of the Project towards the achievement of expected accomplishments and the extent, and magnitude of any project impacts to date. The evaluation will also determine the likelihood of future impacts; assess project performance and the implementation of planned project activities / outputs against actual results. The evaluation will focus on the following main questions:

- Were the key priority areas for the development of a pilot project and the preparation of the compendium of best practices selected and methodology developed through active consultations with the relevant partners at the local, national and regional levels?
- Were existing institutional and technical capacities within the region identified and utilised in implementing the activities under this component?
- To what extent was active partnership with the Marrakech Taskforce promoted?
- Has the project promoted cooperation with other partner agencies and institutions that are working in a related area?
- What are the key contributions that the project made to the promotion of sustainable consumption and production in the region?

2.3 Methods

This terminal evaluation has been conducted as an in-depth evaluation using a participatory mixed-methods approach, during which the UNEP Project Manager, key representatives of the executing agencies and other relevant staff have been kept informed and consulted throughout the evaluation. The consultant liaised with both the UNEP Evaluation Office and the responsible UNEP Officer on any logistic and/or methodological issues to properly conduct the review in as independent a way as possible, given the circumstances and resources offered. The draft report was delivered to the Evaluation Office and circulated to UNEP Project Manager and key representatives of the executing agencies.

The findings of the evaluation are based on the following approaches:

1. A desk review of project documents including:
 - (a) The project documents, outputs, monitoring reports (such as progress and financial reports to UNEP) and relevant correspondence, listed in Annex 4.
 - (b) Notes from the Project Team meetings.
 - (c) Other project-related material produced by the project staff or partners.
 - (d) Relevant material published on the project web-site.
 - (e) National and local SCP Program documents and related activity reports
 - (f) Regional Report on SCP in Africa
2. Interviews with project management and technical support in Nairobi.
3. Survey among and telephone interviews with partners and intended users for the project outputs and other stakeholders involved with this project, including the participating countries

and international bodies. The survey was conducted through an email questionnaire (Annex 5) among the partners and users listed in Annex 6.

4. Interviews with the UNEP Project / Program Manager and Fund Management Officer, and other relevant staff in UNEP dealing with sustainable consumption and production, poverty reduction and gender-related issues as necessary. The Evaluator also gained broader perspectives from discussions with other relevant UNEP staff.

3. Project performance and impacts

It must be kept in mind that the Project activities focused on developing baseline information, enhancing coordination and information exchange and involving policy-makers in SCP implementation and development in the region. UNEP and UNIDO implemented a series of other projects aimed at developing and strengthening NCPCs and on enhancing environmental policy development.

The impact of this project cannot easily be distinguished from the results and impacts of those other projects and initiatives addressing the same stakeholders.

The performance and impacts of this project have therefore primarily been assessed on the basis of the results and deliverables of the project and the opinions of the main stakeholders (through the questionnaire).

.1 Attainment of objectives and final results

The below table presents the project results and deliverables, compared with the expected outputs and means of verification in the logical framework of the Project.

Needs:	Outputs:	Activities:	Means of Verification:	Reviewed outputs/Deliverables
1. Support for the development of national and cities 10 Year Framework Program	1. Two national and two city-level 10YFP developed.	1.1 Identification of the pilot countries and cities for the development of the 10-YFP at the national and city level;	1.1. National and city level proposals;	Concept note for selection of national and cities 10-YFP on CP (ref. 4). Regional workshop report (ref. 2)
		1.2 Signing of the Memorandum of Understandings (MoUs) with the national and city level focal points and NCPCs;	1.2. Agreed and signed MoUs;	MoU Cairo Egypt (ref 17); MoU Maputo, Mozambique (ref 18) MoU Tanzania (ref. 19).
		1.3 Convening of the national and city level roundtables;	1.3. Reports of national Roundtables;	No reports of national roundtables in the project period identified
		1.4 Finalization of the national and city-wide 10-YFP and submission for implementation	1.4. National and city 10-YFP.	Report Maputo, Mozambique (ref. 16); Report Cairo, Egypt (ref. 20); Report Tanzania, (ref. 15). Report Mauritius (ref. 22)
2. Compilation of best practices and development of pilot projects.	2. A compendium on best practices for one sector produced and a pilot project on another priority sector implemented.	2.1 Identifying the focus of the piloting and compilation of best practices.	2.1 Reports of the regional roundtables and Minutes of the Regional Steering Committee;	Report of ARSCP-5 (ref. 23). Report of Regional Expert Meeting, June 2007; Eco-labeling and Leapfrogging identified as pilot projects
		2.2 Identifying the lead institutions and signing of the MOU for the implementation of the pilot project and compilation of best practices.	2.2. Signed MoUs and progress reports of implementation;	MoU for the organization of ARSCP-5. Eco-labeling will be considered as the pilot project. Leapfrogging ToR.
		2.3 Preparation of the compendium and the pilot project report	2.3. The compendium of best practices and the report of the pilot project;	Best practices report (ref. 10) Eco-labeling report (ref. 7) Leapfrogging report (ref. 23)
3. Capacity building and regional knowledge management	3. One Regional Roundtable on SCP and one regional raining on key subject area conducted.	3.1 Identifying the focus for the regional training and identification of venues for both the regional roundtable and the training;	3.1 Outputs from regional consultation and the evaluation of available options;	MoU Arscp-5, Johannesburg (ref. 24)
		3.2 Signing of the MoU and preparation of the material	3.2. Materials and reports of the regional	Report of ARSCP-5 (ref. 12); Training on SPP invitation

		for the regional roundtable and the training;	Roundtable and training;	(ref. 24).
		3.3 Holding of the training and the roundtable and preparation of the report.	3.3. Reports of the Roundtable and the training.	Report of ARSCP-5 (ref. 12) Regional workshop on development of CP programs (ref. 21)

Table 3.1: Logical framework of the project with final results and deliverables.

The reviewed results are shown in the most right column “Reviewed Outputs/Deliverables”. For some of the project activities, no documents have been identified, like for the national roundtables. The project did not organize such national roundtables but did participate in a Roundtable for South-Africa, organized by UNEP as part of a series of national roundtables in different regions.

Nevertheless, the main outputs indicated in the logical framework have been achieved:

- 4 SCP programs, two for the cities Maputo and Cairo, and two for the countries Tanzania and Mauritius;
- An Eco-labeling mechanism has been developed. A report was prepared together with proposals for adoption of the eco-labeling mechanism in African countries;
- Regional expert meetings have been organized;
- A SCP best practices for Africa report has been prepared and made available through the ARSCP and ROA websites;
- The fifth ARSCP has been organized in Johannesburg.

The overall objective of the project was to provide support to the African 10YFP on SCP and thus to the ARSCP. It’s clear that the above results directly contributed to and supported the activities of the 10 YFP on SCP for Africa and the ARSCP. The overall objective had three more specific objectives:

1. Support to the development of national and cities SCP programs.

This objective has been achieved fully. For the countries of Tanzania and Mauritius national SCP programs have been prepared. The SCP-plan for Mauritius was prepared under the responsibility of UNEP DTIE. These were complete by the end of 2007 and the beginning of 2008. Also, for the cities of Cairo (Egypt) and Maputo (Mozambique) city-SCP’s have been developed. The selection of these cities and countries was based on a set of criteria prepared in an expert meeting. Each of the programs addressed environmental and SCP issues that were a priority in the respective country:

Egypt: The Egypt SCP-plan focused on solid waste management, industrial development, urban Development, and transportation and air emissions.

Mauritius: The Mauritius SCP-plan had an action plan with initiatives in the fields of sustainable energy consumption, water use and building and construction, integrated solid waste management and recycling, sustainable public services practices, improve market supply and demand of sustainable products and services and education and communication for sustainable lifestyles.

Tanzania: The main elements of the Tanzania SCP-plan focused on demand-side management on energy and water use, integrated solid waste management, sustainable manufacturing, sustainable building and construction, sustainable tourism and education in the field of SCP.

Mozambique: The SCP plan presented an action plan with activities in the fields of integrated solid waste management, water and sanitation, energy efficiency, urban development, resource efficient industrial development and sustainable energy.

In each country, the preparation and development of the project helped in mainstreaming SCP as different government organizations have been involved in the development of the SCP programs. For example, in Tanzania, several Ministries participate now in the National Environment Council (NEMC)

The SCP plans have been presented during the fifth ARSCP meeting in Johannesburg and are made available through the ARSCP and ROA website. This has contributed to further information dissemination and awareness-raising in other African countries. The SCP programs therefore serve as practical examples for other countries that should be able to prepare their own SCP programs with the help of UNEP and the UNEP guideline for preparing country SCP programs.

The project contributed to and assisted the countries in the preparation of the above SCP programs.

2. Compilation of best practices and pilot projects

The project prepared a report on SCP best practices African, which has been widely disseminated among and is being used by the African countries with SCP or cleaner production programs. All countries that have prepared SCP-plans indicated to have used this Best Practices report. This report provides an overview of different sustainable production pilot projects with results (environmental; economic) and their related organizational and policy oriented success and failure factors.

A pilot project has been prepared in the field of Eco-labeling: “Development of An African Eco-labeling Mechanism”. Another separate project was prepared related to “Leapfrogging”: The project intends to help African countries to avoid the polluting phases of development and industrialization as industrialized countries did and move directly (“leapfrog”) towards SCP. This would allow these countries to benefit immediately from advantages and new opportunities that the sustainable development paradigm and environmentally friendly e.g. sustainable technologies offer.

Developing an African Eco-labeling Mechanism was identified as one of the main priorities of the African 10-YFP to expand market access of African products in regional and international markets by improving the environmental profiles of African products. The African Eco-label should promote their marketability. At the start of the project the following elements and activities to develop and implement an African Eco-labeling mechanism were identified:

- Substantive development and coordination:
 - Establishment of a coordinating committee with members from UNECA, UNEP, African Union (AU), ARSO, UNIDO and the United Nations Conference on Trade and Development (UNCTAD) to facilitate interagency support under the UN Industry, Trade and Market Access (ITMA) cluster;
 - Establishment of a regional working group with members from the major institutions with on-going eco-labeling programs and from organizations that can contribute to the process, to provide substantive input to the follow-up activities;
- Mobilizing resources:
 - German Ministry for Environment to look for additional funding of this pilot project;
 - The African Union Commission to flag the development of the Regional Eco-labeling mechanism as one of its priority activities;
- Securing political endorsement:
 - Organization of a briefing session to the Ambassadorial subcommittees of the Permanent Representative Council of the African Union;
 - Prepare a summary of the regional expert meeting with a brochure highlighting the need for a regional eco-labeling mechanism;

- Work towards having a ministerial decision on the proposed regional eco-labeling program.

The development of the AEM itself was based on various initiatives on eco-labeling operating in the region. The project thus focused on adaptation, validation, harmonization and facilitation of existing eco-labeling initiatives with the possibility of initiating new ones for specific product areas. Together with the above listed activities aimed at ensuring high level policy support and implementation of the African Eco-labeling Mechanism a sustainable result could be achieved.

The results of the Eco-labeling project have been:

- A detailed report on how the AEM must be developed;
- An African Eco-labeling brochure for wider dissemination;
- A Program Document on Operationalization of the African Eco-labeling Mechanism.

The above three outputs provide a concise package providing the main elements for the introduction of an African Eco-label. Through the Program Document the effective implementation of the AEM has been documented. Implementation of the African Eco-label will now depend on political support in African countries and the availability of funding. The project supported the preparation of the project document for resource mobilization and the required funding for the launching of the AEM is secured¹ and the operationalization started with the African Organization for Standardization (ARSO) being the Secretariat and the German Technical Cooperation being the technical implementing partner.

The “Leapfrogging” report provides a basis for environmentally sound and integrated policy in the region. The conclusions and recommendations however, do not specifically address actions and measures that could easily be implemented. The report concludes that a more holistic approach is required. The support of development partners is important provided that they support contextualized leapfrogging solutions in a less prescriptive fashion. The AEM is mentioned as one element of a Leapfrogging policy, which may catalyze further leapfrogging initiatives. Furthermore, capacity building should be enhanced to create awareness and understanding on environmental issues and technologies.

As the “Leapfrogging” conclusions and recommendations only provide generic recommendations, it is not easy to see how its results could be implemented in any of the target countries. Although leapfrogging seems a logical approach to prevent environmental problems and develop a sustainable economy, it is not easy to see how this report will contribute to such development.

Nevertheless, at this moment, the leapfrogging report may serve as an awareness raising product that should be discussed at a higher level. The challenge will now be to develop more specific actions and measures for the African countries to really implement “leapfrogging”.

3. Capacity building and regional knowledge management

Under this specific objective, the ARSCP-5 in Johannesburg was organized in June 2008.

¹ About 2.5 million Euro is allocated from the German Climate Change Fund for the launching of AEM.

A training workshop on the preparation of SCP-programs was held in Gigiri, Kenya in October 2007. This training had 15 participants from the four countries for which SCP-plans were to be prepared, and SCP-experts from different organizations (UNEP/ DTIE; GTZ). The objective of the workshop was to:

- Enhance understanding and knowledge about the process of developing a National/City sustainable consumption and production programme by the participants of the workshop.
- Ensure sufficient coverage of the general overview, sustainable development priorities, SCP priorities, pilot activities and implementation mechanisms.
- Enhance clarity on the possible implementation mechanisms for the programme document.

No other training events have been identified. Parallel to the ARSCP-5, a training workshop on Sustainable Procurement was organized and facilitated by the project, but the training itself was part of another Marrakech TF, i.e. the TF on Sustainable Procurement.

The overall objective of the ARSCP-5 was to review the outcomes and lessons from the on-going activities related to the African 10-YFP on SCP and to identify the key steps that needs to be taken in order to strengthen SCP activities in the region. The specific objectives were to:

- Explore existing sub-regional, regional and international collaboration programs and mechanisms and explore ways of effectively utilizing and replicating them in promoting SCP in Africa;
- Review the report from the Secretariat of the ARSCP and propose ways on further strengthening the activities of the ARSCP.

Several sessions of ARSP-5 focused on outcomes of earlier activities and results of the project: One session on AEM was organized and another one dealt with the national and city SCP programs. Although the Leapfrogging-report had been completed in December 2007, the ARSCP-5, held in June 2008, did not discuss its results and recommendations in a separate session or during any of the other discussions. The results of the SCP-program development activities were presented and discussed. The four countries and cities all presented their programs and the activities and processes undertaken during their development. During the discussion it was recommended to investigate opportunities for cooperation with the “ICLEI-Local Governments for Sustainability”, thus stimulating cooperation with other international organizations.

During another session, the different Marrakech Taskforces presented their program and (intermediate) results, which contributed directly to establishing links and cooperation between the different Marrakech Taskforces.

Other sessions dealt with Energy and Climate Change, Mainstreaming Sustainability in African Education, Water and SCP, and Africa towards CSD-18.

In addition, a series of parallel sessions were organized in which the following topics were discussed:

- SCP program development, guidelines and pilot experience
- SCP related indicators for developing countries
- Sustainable buildings and construction
- African Eco-labeling Mechanism
- Sustainable lifestyles
- Sustainable public procurement.

With this agenda the ARSP-5 clearly discussed a wide range of SCP topics, and thus contributed to wider information dissemination among experts and awareness-raising among policy and decision makers.

The ARSCP-5 came to the following key conclusions and recommendations:

1. Africa as a region is at the forefront of the global Marrakech Process on the 10-Year Framework of Programs as it has: i) a regional framework program that is approved by AMCEN and included in its work plan, ii) created a regional institutional mechanism by establishing the ARSCP as a regional focal institution, and iii) the Marrakech Taskforce on Cooperation with Africa supported by the Federal Ministry of Environment of Germany as the only region-focused taskforce under the global support mechanism.
2. The experience presented from the four pilot countries on the development of national and local sustainable consumption and production programs taking existing national development policies as a basis, strategies and action plans has proven to be an effective way of demonstrating the contribution of SCP to national sustainable development objectives.
3. Besides its direct contribution towards promoting resource-efficiency at all levels of production and consumption, the development and implementation of a SCP program could also be instrumental in promoting synergies amongst the key development sectors outside the Ministries of Environment. In this context, it is recommended for African Ministries to designate a focal point unit for SCP that facilitates the inter-sectoral cooperation in the context of SCP program development and implementation.
4. The effective development and implementation of sustainable consumption and production in African countries could be significantly facilitated through the mainstreaming of SCP in the priorities and decision making criteria of bilateral and multilateral development financing agencies. Hence development partners are called upon mainstreaming the SCP approach in their bilateral financing procedures.
5. The proposed launching of the AEM under the general guidance of the African Union Commission and with a secretariat based at the African Organization for Standardization (ARSO) is believed to contribute towards improving the environmental and social profile of African products and expand market access for African products.
6. The sessions on sustainable public procurement, sustainable building and construction and sustainable lifestyles which were organized in partnership with the respective Marrakech Taskforces led by Switzerland, Finland and Sweden respectively have clearly shown the linkage and contribution of the work under these taskforces to the African 10-YFP and the outcomes from the sessions are expected to lead to some concrete follow-up activities in the region.
7. Development and implementation of region-relevant education and awareness programs covering all levels of the society including youth groups constitute an important instrument to address the existing lack of awareness on the contribution of SCP and create the required capacity for promoting sustainable consumption and production in the region.
8. The promotion of efficient development and utilization of African resources with a particular focus on energy, water and mineral resources is of high importance to the region. In this context, the promotion of resource efficiency and demand-side management programs need to be given high consideration by all African countries.

9. The organizational support that has been provided by UNEP together with the political leadership and support provided by AMCEN and the financial support provided by the Marrakech Taskforce on Cooperation with Africa have been highly instrumental for the achievements that have been registered so far and for the significant level of interest amongst development partners to work with the region.
10. Considering that SCP is one of the thematic focus of the CSD-18, it is recommended that the ARSCP under the guidance of AMCEN and UNEP, and in consultation with UNECA, take the leading role in preparing the Regional Review Report on SCP to form the basis for discussion at the Africa Regional Implementation Meeting to be organized by UNECA in collaboration with the Secretariat of the CSD, UNEP, UNIDO, regional institutions and partners.

As the ARSCP-5 brought together Ministers of Environment from the countries with SCP experts from the region and from international organizations, it contributed to sustainability of the results of the different project elements through the conclusions and recommendations that were adopted. This was also supported by the future activities that were endorsed by the General Assembly:

- Taking the leading role in the regional preparation process for the CSD-18
- Follow-up activities in the implementation of the African 10-YFP in collaboration with the Marrakech Task Force on Cooperation with Africa
- Follow-up activities on the African Eco-labeling Mechanism
- Follow-up on the ABIWSI
- Follow-up on the UNIDO/UNEP Initiative
- Development of a Strategic Plan for ARSCP.

These envisaged activities are likely to contribute to integrate SCP in the environmental and industrial policies of African countries.

3.2 Sustainability

Sustainability of the results of the African 10YFP on SCP primarily depends on the adoption of SCP policies and programs in different national policies and legislation. In addition, availability of funds (at national or international level) and/or of other supporting programs (UNEP/UNIDO) is still a requirement for further developing and mainstreaming SCP in Africa.

Institutional frameworks and governance:

The SCP programs and NCPC's in the different countries participating in ARSCP still depend heavily on funds from UNEP, UNIDO, other international and national donor organizations. There is a continued interest in these organizations to further support sustainable development in Africa among others through SCP activities and support to cleaner production programs and projects. Without this international funding however, SCP projects and programs in Africa would be significantly reduced most probably below a critical level.

It seems necessary for the countries participating in ARSCP showing a clear interest, involvement and willingness to enhance SCP activities, to initiate own projects and activities through:

- Government support whenever possible;

- Development of policies and programs supporting NCPCs and furthering CP actions in its industries;
- Clear environmental policies including inspection and enforcement.

Besides the series of endorsement given by AMCEN to the African 10 Year Framework Programme on SCP, ‘Sustainable consumption and production for economic growth and poverty reduction in Africa’ has been endorsed by the African Committee on Food Security and Sustainable Development (ACFSSD) as the theme for the Third Sustainable Development Report of Africa which is to be produced by the United Nations Economic Commission for Africa (UNECA) and is to be used by African Ministers of Finance and Economic Developments as a regional reference.

Socio-political:

Especially for the four countries for which SCP programs have been prepared, it is clear that SCP policies have been adopted more widely in their governmental framework and that a range of involved Ministries has integrated SCP approaches in their activities. Each of the SCP programs addresses the organization of SCP in its national environmental and industrial policies.

Through the ARSCP-5 the results of the project activities were disseminated among a wide range of countries, experts and organizations in the region. The conclusions and recommendations of ARSCP-5 expressed the interest and willingness to further develop environmental policies and programs on the results of these activities. The African Eco-labeling Mechanism was accepted as a useful tool that should be implemented. The outcome from the ARSCP-5 was endorsed by AMCEN through its Johannesburg Declaration which called for its full support and implementation.

Financial:

The availability of funds could be a factor jeopardizing the probability of continued long-term project derived outcomes and impacts. The funds available for this project are already very limited. UNEP and UNIDO together with bilateral donor organizations continue to support SCP program’s and activities in different regions including Africa, however, SCP program’s and Cleaner Production Centers in the different African countries receive little support from their own governments.

Although the African 10-YFP on SCP receives wide support from all countries in the region, there is almost no regional, financial contribution to SCP activities and the NCPCs.

Environmental:

In view of the overall objectives and activities of the Project, the Project directly contributed to environmental improvements in the region. This is the case at technical level as on political level.

Sustainability of SCP in Africa can certainly be further improved. The project definitely contributed to ensuring integration of project results in the policies and programs of the ARSCP participants.

3.3 Achievement of outputs and activities

Section 3.1 already summarized the project outputs versus project objectives. These outputs and activities have been assessed using the following criteria:

1. Quantity and quality of the outputs/activities;
2. Usefulness and timeliness;
3. Soundness and effectiveness of the methodologies for developing the outputs and related management options;

4. Scientific authority/ credibility required to influence policy and decision makers.

Quantity and quality of the results:

The outputs as foreseen in the project document have all been realized. In view of the limited budget of the project, the outputs are more than satisfactory. By making appropriate use of available expertise in the participating countries and with additional expert support from UNEP and the German Taskforce, a series of studies and programs have been completed.

The SCP-programs for the two cities and the two countries were developed by using the UNEP Guideline for the Development of SCP-programs. However none of the reviewed programs included an overview of the organizations that will be responsible for the implementation of the different project activities that would clearly show the tasks and responsibilities for each of these institutions. Each program specified a series of activities, however without providing a related budget. This may jeopardize effective implementation of these programs. Monitoring of the implementation of these programs and early identification of possible problems and constraints is now one of the tasks for the project management.

Several respondents indicated the need for further support from the project and/or UNEP for the further development and implementation of their SCP program activities.

Usefulness and timeliness:

The usefulness of the Project is undoubted: UNEP and UNIDO support and enhance SCP and cleaner production programs and projects in individual countries. The project adds regional information exchange and awareness-raising at expert and policy level. The latter is highly required, also in the coming years, as sustainable development is certainly not yet integrated in the national policies of African countries.

Timeliness is more difficult to assess: Most African countries have not yet developed effective environmental and/or industrial policies that would support the implementation of SCP results, although legislation in the fields of EIA and environmental licensing and inspection is in place. However, environmental legislation is not sufficiently supported by inspection and enforcement that would certainly contribute to increasing SCP awareness among the target groups. In this respect, SCP activities now could be considered as coming too early. Nevertheless, the 10YFP on SCP contributed significantly to increased information dissemination and awareness raising itself. Also, SCP is now identified in National Environmental Policies (Mozambique; Mauritius) of the countries participating in the 10-YFP on SCP for Africa. Further awareness-raising and information dissemination remains important.

Soundness and effectiveness of methodologies used:

With the available funds, the Project has definitely been successful, and no other or different methodologies could have been applied. The Project arranged a series of meetings, bringing experts from scientific organizations (e.g. the Wuppertal Institute) together with experts from different African countries and policy and decision makers at the Roundtable. The AEM pilot project can be considered as an example in which this double track approach, working both at the technical and policy level proved to be very successful.

Reports were prepared in close collaboration with these experts and results were distributed through internet, through the project, ARSCP and UNEP websites. During the different project activities also

other information available through relevant websites has been used. Several respondents indicated appreciation for the input and support provided by UNEP project staff and experts.

Scientific authority and credibility to influence policy and decision makers:

During Project implementation a mix of African experts and policy makers worked with international experts in the field of SCP, from UNEP and other SCP organizations in Europe, especially the Wuppertal Centre on SCP. The active participation in project implementation, in expert meetings and in the ARSCP-meeting provided the required scientific authority and credibility for policy and decision makers in African countries. Several countries thus adopted SCP approaches in their environmental and industrial policy plans.

3.4 Assessment of Monitoring and Evaluation Scheme

The Project had a straight forward Monitoring & Evaluation Scheme. As the overall budget was limited and the number of activities therefore small, no specific or detailed monitoring system was required. The project document requested annual progress reports using specific formats and the preparation of self-evaluation fact-sheets. No self-evaluation fact-sheets have been identified and / or reviewed. The project document reserved a budget for a terminal evaluation of the project. The M&E design for this project was thus very limited but seemed sufficient as this is a relatively small project. The monitoring of project implementation and progress was realized through:

- Yearly project reports;
- A Final report prepared at the end of 2008;
- Yearly financial overview showing project activities versus expenditures;
- MoU's to be approved and submitted to UNEP showing expenditures of the main project activities.

The 2007 and 2008 Project reports prepared by the Project staff provided overviews of activities accomplished and of the results in the respective periods. The reports were submitted to UNEP/DTIE and to GTZ. Both reports were structured according to the main working packages:

1. Development of the African Eco-Labeling Mechanism;
2. Support for the development of SCP-plans at national and local level;
3. Leapfrogging for Africa (2007 report) and Inter Taskforce Collaboration (2008 report)
4. Supporting the development of networks and knowledge based information tools in selected areas (2007 report) and Support to Regional Processes on SCP (2008 report)

Although both reports provided sufficient information on project activities within each of the above work packages, unfortunately none of the reports was structured in accordance with the log frame of the project itself, making it more complicated to assess project activities and results in relation to the original project objectives and expected outputs (see also Tale 3.1 above).

None of the progress reports gave information on project expenditures versus the project budget. The project progress reports did provide a basis for monitoring of project progress but cannot be

considered as sufficient. The project document itself did not present any further details on how project progress would be monitored.

3.5 Replicability/Catalytic role

Replicability in this respect is defined as lessons and experiences coming out of the Project that can be used or up scaled in the design and implementation of other projects in two different ways: similar methodologies or lessons and experiences can be used in different geographical regions, or in the same region but through different funding sources.

Of course, the project itself used methodologies and approaches that have been used in earlier projects (e.g. in the earlier project “Institutionalization of the ARSCP”). The methodologies have been straightforward and effective in contributing to achieving the project objectives and results. As such, they can be used again in similar projects in other regions but also in the same region.

The catalytic role of the project would be demonstrated through the creation of an enabling environment and activities that contribute to the up scaling of new approaches on a national level to sustainably achieve environmental benefits. Within the framework of this project the catalytic role would be demonstrated by the development and implementation of regulatory frameworks, policy measures and the preparation and implementation of national priority setting in the field of SCP.

The catalytic role of the project is best demonstrated through the results of the AEM project. This project did not only develop an AEM, based on earlier and ongoing activities in Africa and using examples from Europe, especially Germany, but it also resulted in supporting mechanisms and agreements among African policy makers to further develop and implement the African Eco-label in their national environmental policies. The ARSCP-5 agreement on the AEM can be considered as one of the policy results of the project: ARSP agreed with the report “Operationalizing the AEM” in which the structure and organization for the implementation of the AEM is presented. The AEM structure was first agreed with the African Standardization Organization (ARSO) and the AEM strategy was finally approved in a side event of ARSCP-5 in which the African Union, UNECA and UNEP. This procedure and the outcome provide a sound basis for real implementation of the AEM in the region. This same approach could certainly also be applied on other regions.

The preparation of the SCP plans was conducted through several meetings and with support by UNEP and other international experts. The SCP experts from Egypt, Tanzania, Mozambique and Mauritius were effectively assisted and appreciated the support they received. The results e.g. the SCP plans, made available through the ARSCP and UNEP/Regional Office for Africa (ROA) websites can certainly be used by SCP experts in other African countries, but also in other regions as examples for the development of other city or national SCP plans.

3.6 Preparation and readiness

The Project’s objectives and components must be clear, practicable and feasible within its timeframe and budget. This project’s objectives and expected results were certainly practicable and feasible, also because the objectives were developed in relation to the available funds and means. Especially as the Project was a continuation of the foregoing project on “Institutionalization of ARSCP”, project partners and the stakeholders were ready to actively cooperate and participate in the activities as foreseen in the project document.

The expected results were also made feasible because of the active participation of the Africa countries, which had their experts and organizations available for cooperation with UNEP and the

international SCP projects. This wide and active participation showed the clear interest these countries had in developing their capacity in the field of environment and sustainable development.

The earlier project on “Institutionalizing ARSCP” provided sufficient background information on the real interest of African countries to strengthen their policies and capabilities in the field of sustainable consumption and production. The evaluation report which was prepared in 2006 presented a high level of commitment of the countries participating in ARSCP. The overall conclusion of this evaluation report is that the wider institutional basis - built through the development of the African 10 Year Framework Program on SCP - could provide a substantive foundation for the sustainability of the ARSCP. One of the conclusions of this evaluation was that the ARSCP-secretariat required further strengthening in terms of equipment and staff, through activity based support that is aimed at further development and implementation of the African 10-YFP on SCP.

As far as could be reviewed during this evaluation, the secretariat of ARSCP was not further strengthened as was recommended in the evaluation of the earlier project. The project focused on a series of activities aimed at strengthening the foundation of SCP in the African countries and establishing relationship and networking in the region, between the African countries and with international organizations. In this way, the project contributed to further developing and strengthening the relevance of ARSCP in a number of priority areas.

3.7 Country ownership/driven-ness

The Project results have been assessed on its contribution to national development and environmental agendas, recipient country commitment and regional and international agreements. The project priority areas were water, energy, urban sanitation and resource based industries.

The project in fact contributed partly to further developing and strengthening the relevance of ARSCP in these priority areas. The Project results did not or only indirectly address energy topics. Energy was an element of the SCP plans prepared by and for the two countries and two cities. However, the Maputo-plan strongly focused on waste and water management and did thus not address the above priority areas. All priority topics have been addressed in the Best Practices report.

Country ownership was clearly expressed through the active participation in the project activities (development of national and city SCP plans; ARSCP meeting; expert meetings) and for example through the adoption of the recommendations for the African Eco-labeling Mechanism. Each of these projects in each of the countries was implemented through a series of workshops and meetings in which all relevant stakeholders participated. This clearly expressed the wide commitment and driven-ness of stakeholders (environment organizations; science; government; industrial organizations) in the field of SCP and environmental planning and policy making.

3.8 Stakeholders participation and public awareness

The Project aimed at supporting a number of stakeholders and to involve stakeholders in different project activities. The Project also aimed at contributing to cooperation among these stakeholders.

The main stakeholders of the Project were:

- UNEP
- UNIDO,
- National and local government agencies

- NCPC's and other SCP organizations in the African countries;
- Individual SCP experts in the African countries and from other regions (Europe; Asia);
- AMCEN and AU;
- Non-Governmental Organizations including industry associations
- Different development partners, especially Norway and Germany as partners and supporters of the project.

Participation in the Project was realized in different ways: participation in project meetings, expert meetings, ARSCP-5 and cooperation in project activities like the preparation of the SCP plans and the development of the African Eco-labeling Mechanism.

Development of the SCP-plans:

For the preparation and development of the national and local SCP plans, UNEP/ROA signed MoUs with the implementing agencies, the NCPCs in the respective countries. During the preparation of these plans the international experts provided assistance to the NCPCs. A separate workshop was organized where the NCPC staff was trained in using the UNEP Guideline for the preparation of National SCP Plans. This activity involved close cooperation and participation of most of the above mentioned stakeholders.

Development of the AEM:

The development of the AEM can be considered as a process, starting with the preparation of a background report, which included a review of available eco-labels in Europe and in different African countries. Through a series of meetings, and preparation of reports on the structure and operationalization of the AEM, the AEM was adopted at the fifth ARSCP by the African Union upon recommendation by AMCEN. This project element can thus be considered as an example on how an activity can be developed into an African environmental policy. This activity thus involved participation of all above stakeholders at all required levels: from experts to policy and decision makers. Next step will be to involve industry in Africa in the implementation of the African Eco-label.

ARSCP-5:

The series of activities mentioned above and in earlier sections of this report e.g. the logical framework of the project, all have as a common objective to support the African Roundtable on Sustainable Consumption and Production. Not all activities result in policy decisions in ARSCP meetings as was the case for the AEM. It is clear however that these activities all contribute to and support the ARSCP. The ARSCP meeting itself brought together a wide range of environmental and SCP experts, staff of NCPCs and international experts including staff from UNEP and UNIDO. At the current stage of environmental policy development in Africa, the ARSCP meetings contribute to information dissemination and awareness-raising, and received high appreciation from the participants.

3.9 Financial planning and reporting

The evaluation reviewed the available financial data of the project and compared the final outcomes and expenditures with the original project budget.

The financial overview as made available by the UNEP Fund Management Department provided sufficient and reliable insight in the project expenditures. These were well structured according to the project budget items. Expenditures were supported by MoUs for the main activities in the project e.g. the development of national and city SCP-plans and the organization of ARSCP-5. Other main expenditures relate to travel costs for project experts and African experts to different meetings.

The results of this assessment are shown in Table 3.2

Budget item:	Budget 2007	Expenditures 2007	Budget 2008	Revised budget 2008	Expenditures 2008
Project personnel:					
• Personnel	68,750	44,080	12,000	53,400	43,790
• Travel costs	45,000	25,642	10,000	32,720	36,813
Subcontracts:	67,185	53,928	0	145,600	105,000
Training:	82,815	44,071	40,000	115,206	66,995
Equipment:	3,000	0	0	2,211	2,211
Miscellaneous:	31,395	3,455	5,900	20,736	2,682
Total program (USD):	298,145	171,186	67,890	368,873	257,490

Table 3.2: Financial project overview

The budget breakdown presented in the project document showed a total project budget of US\$ 366,035 for the years 2007 and 2008. Of this budget, US\$ 298,145 was allocated for 2007 and for 2008 a budget of US\$ 67,890 was available. It must have been clear from the beginning that this original breakdown of the project budget would not be feasible and that additional funding would be required in 2008 to enable project continuation at a reasonable level. The budget and expenditures shown in Table 3.2 do not include the costs of the UNEP-staff (Project officer and secretary). This can be considered as an additional funding of the project by UNEP. The original project budget was financed by UNEP, the KT Trust Fund (US\$ 172,285), and by the German Taskforce on Cooperation with Africa (US\$ 193,750).

The budget for 2008 could be increased by earmarking the net unspent balance of 2007 (US\$ 126,960) and an additional budget from different UNEP funds (US\$ 174,023) to the foreseen budget for 2008, which resulted in a revised budget for 2008 of US\$ 368,873. Although expenditures in 2008 were higher than in 2007, this increased budget was not fully spent and the balance was made available for the project continuation in 2009. It remained unclear when and how the decision on a budget increase was made. The budget revision seemed a logical step to guarantee project continuation throughout to 10YFP on SCP programming period which should end in 2014.

In view of the project objectives and the region that has little experiences in implementing SCP programs, the budget seemed very limited. Expenditures have been more or less in line with the expectations and the budget although two issues need to be mentioned:

2. Training: Expenditure for training have been considerably less than foreseen and budgeted, indicating that more training could have been organized.

3. Miscellaneous expenses have also been considerable less. This budget item was primarily reserved for editing and publishing reports. Especially in 2007 only a minor share of this budget has been used effectively, primarily because reports have been made available digitally.

The overall budget has been spent as foreseen, mainly for subcontracting specific projects and experts (SCP-program development; organization of meetings; studies) and for traveling costs related to the different meetings organized within the project or by UNEP and/ or the German Taskforce.

Although all financial information was available at UNEP Fund Management Department, the project progress reports did not include an overview of expenditures versus project budget and activities. Project progress reporting can thus be improved by adding a clear and systematic financial section.

3.10 Implementation approach

The Project was managed from ROA office in Nairobi by two Project Officers. This “two person project management” was sufficient for effective project management and implementation. Several meetings with UNEP/DTIE and GTZ have been organized but there was no regular project supervisory committee in place. As the project was relatively small, it seemed to be primarily managed within UNEP internally with regular consultations with the other project partners.

One of the main activities of the Project was to organize a number of national roundtables on SCP. However, the Project itself did not organize such roundtables during its implementation period. The project organized other expert meetings bringing SCP and CP experts together from different African countries. Also, one of the Project Officers participated in the national roundtable for South Africa, organized in Johannesburg, end of 2008. This roundtable was organized within the framework of a wider UNEP project through which national roundtables were organized in China, South America and Asia.

The meeting on the national and city SCP plans also brought together a large number of African SCP experts.

The additional funding (see section 3.9) provided a more balanced project implementation and allowed the project to continue its activities throughout 2008. The additional budget, however, did not result in additional project activities as compared with the project document.

3.11 UNEP supervision and backstopping

Supervision of the Project was conducted by UNEP/DTIE, the Fund Management Department of UNEP and by ROA in Nairobi. No specific supervision plans or programs have been prepared. The project had a series of practical and relatively easy to monitor results and outcomes:

- Specific reports to be prepared by countries or experts through a cooperative process. UNEP/DTIE participated in a number of these activities;
- Organization of a series of meetings (expert meetings; ARSCP-5);
- Project reports: progress report 2007 and final report 2008.

Overall, the UNEP’s supervision is considered satisfactory. No problems in project implementation have been identified, the project outcomes are in compliance with the project objectives as described in the project document, the progress and final report provided information and background on the

project implementation and the financial reporting was of sufficiently detailed to provide a sound overview of project expenditures versus project activities and results.

Supervision was mainly conducted by the UNEP Officers responsible for the project management. The way supervision was implemented was in accordance with the size of the project and its complexity.

3.12 Conclusions and ratings

The ratings on the above evaluation topics are presented in Table 3.3.

Criterion	Evaluator's Summary Comments	Evaluator's Rating
A. Attainment of project objectives and results (overall rating) Sub criteria (below)	Objectives and outputs as indicated in the project document realized except for the national roundtables; Training was organized on eco-labeling and in the preparation of SCP-plans for the four countries. No national roundtables have been organized; No evidence of training with more than 40 participants (as required in the project document) could be identified.	S
A. 1. Effectiveness - overall likelihood of impact achievement (ROTI rating)	Except for some of the expected project results, the project effectively achieved the main outcomes as mentioned in the project document. Those outcomes (SCP-plans; AEM) had a clear impact in the respective countries and the region.	S
A. 2. Relevance	The Project was certainly highly relevant which was supported by the close involvement of ARSCP and AMCEN in the project outputs.	HS
A. 3. Efficiency	With regard to the limited funds and project staff, the project was efficiently implemented	HS
B. Sustainability of Project outcomes (overall rating) Sub criteria (below)	The active participation of policy makers in several project activities and the adoption of project results contributed directly to the implementation of project outcomes in environmental and industrial policies in the region.	HS
B. 1. Financial	Impacts could be better when the Project could be implemented more intensively with more budget and staff.	S
B. 2. Socio Political	Active participation of policy and decision makers greatly enhanced sustainability of project outcomes.	HS
B. 3. Institutional framework and governance	Good cooperation with a range of national and international organizations.	HS
B. 4. Environmental	The SCP activities and AEM will certainly contribute to improved environmental policies in the region.	HS
C. Catalytic Role	The project results can be used in more countries in the region and also in other geographic regions. ARSCP can be used as a role model for international cooperation, information exchange and policy coordination.	HS
D. Stakeholders involvement	Wide and active participation in the events organized in the framework of the project.	HS
E. Country ownership / driven-ness	Several of the project results and recommendations have been adopted by the policy makers in the ARSCP countries/ Some other results i.e. the Leapfrogging report seem to be unknown in most countries in the region.	S
F. Achievement of outputs and activities	Except for the national roundtables and some of the training components, the results as indicated in the project document have been realized.	S
G. Preparation and readiness	As is also shown in the UNEP/UNIDO CP Evaluation report, the countries in the region have not yet developed environmental and industrial policies that are ready to adopt SCP principles. The required expertise	S

	is not always available.	
H. Implementation approach	The methodologies adopted were very appropriate for the current state of development of environmental policies and SCP in the region.	HS
I. Financial planning	Financial planning was taken care of by UNEP Fund Management Department, which provided detailed overviews of expenditures.	S
J. Monitoring and Evaluation (overall rating) Sub criteria (below)	Project progress monitoring was conducted through the yearly progress reports. These reports provided an overview of activities and results. However, they were not structured in accordance with the project log frame and did not have a financial paragraph.	S
E. 1. M&E Design	The project document anticipated a final evaluation of the project.	S
E. 2. M&E Plan Implementation (use for adaptive management)	No M&E Plan identified	MS
E. 3. Budgeting and Funding for M&E activities	A budget was foreseen for the final project evaluation.	S
K. UNEP Supervision and backstopping	UNEP/DTIE provided adequate backstopping related to the different project activities. Project supervision was limited to participation in the project events.	S
Overall rating:	A successful project that needs to be continued with primarily the same approaches. Focus should be on coordinating other internationally funded SCP projects and program, capacity building at technical and policy level, and on sustainable energy.	S

Table 3.3.: Summary of evaluation findings

3.13 Complementarity with UNEP Medium Term Strategy and Programme of Work

The six cross-cutting thematic priorities of UNEP's Medium Term Strategy are, in alphabetical order:

- (a) Climate change;
- (b) Disasters and conflicts;
- (c) Ecosystem management;
- (d) Environmental governance;
- (e) Harmful substances and hazardous waste;
- (f) Resource efficiency – sustainable consumption and production.

The Project directly contributed only to the last three priority areas (environmental governance; harmful substances and hazardous waste; and resource efficiency) in the African region:

Environmental governance: Through the ARSCP meetings and the preparation of the results with active involvement of policy makers, the project directly contributed to strengthening environmental governance in the participating countries.

Harmful substances and hazardous waste: The SCP-plans prepared directly focused at improving waste management together with resource efficiency initiatives to realise waste prevention. This will impact on improving the management of hazardous substances and waste.

Resource efficiency – SCP: The Project had its focus on developing SCP plans and approaches and strengthening the SCP basis in the region. The Project therefore had a direct impact on improving the capacity of organisations and experts in this field and of policy and decision makers in the region in the field of resource efficiency.

The objectives of the UNEP Bali Strategic Plan for Technology Support and Capacity Building to which the project contributed are primarily:

a) To strengthen the capacity of Governments of developing countries as well as of countries with economies in transition, at all levels:

The project brought together governmental representatives in regional environmental meetings which strengthened the capacity of policy makers in the participating countries;

b) To provide systematic, targeted, long and short-term measures for technology support and capacity-building, taking into account international agreements and based on national or regional priorities and needs:

The preparation of the national and local SCP plans clearly addresses regional environmental needs and provides technology support;

f) To enable collaboration with all relevant stakeholders and provide a basis for a comprehensive approach to developing partnerships, including public-private partnerships:

The different project activities brought together experts from different countries in the region, international experts from UNEP and other professional organisations;

g) To emphasize the identification and dissemination of best practices and the fostering of entrepreneurship and partnerships:

The project prepared a Best Practices report for Africa and the SCP-plans provided further best practice information. The AEM initiative did the same in the field of sustainable consumption and eco-labelling;

h) To enhance delivery by UNEP of technology support and capacity-building, within its mandate, to developing countries as well as to countries with economies in transition based on best practices from both within and outside UNEP, including by mainstreaming technology support and capacity-building throughout UNEP activities:

UNEP cooperated actively in almost all of the project activities and thus contributed directly to capacity building in the participating African countries;

j) To promote, facilitate and finance, as appropriate, access to and support of environmentally sound technologies and corresponding know-how, especially for developing countries as well as countries with economies in transition.

The project included a series of activities and meetings in which cooperation between African countries was realised. Exchange of information and mutual support in the preparation of the different SCP-plans was clearly demonstrated. These activities, together with the regional meetings including the ARSCP meetings directly contributed to South-south Cooperation.

4. Conclusions

1. The “Supporting the African 10-YFP on SCP” project was certainly a success, overall:
 - a. It brought together policy makers and experts from African countries and international organizations;
 - b. The project prepared a series of outputs that can be used as examples for other African countries;
 - c. The AEM has been adopted as the African Eco-label by a range of African countries;
 - d. Documents and materials have been made available and disseminated to other interested countries and organizations through the ARSCP website.
2. However, there is still a lot to be done in creating awareness and capacity building in environmental policy and SCP in all African countries: environmental policy and legislation is still weak, insufficient enforced and sustainable production is not an element in industrial development policies;
3. Availability of funds to foster SCP in its economies is too limited. NCPC almost fully depend on international donor organizations, UNEP and UNIDO;
4. NCPCs played an essential role in stimulating environmental improvements at local level and to strengthen environmental management in companies. They also supported national environmental policies and contributed to increased awareness among industry and governments. Their position in their countries however remain difficult: although accepted by their governments as important implementers of environmental improvements, they are not or insufficiently used by industries to improve environmental management and performance;
5. National governments, through their participation in ARSCP and in AMCEN supported the SCP principles and included some of the project’s outputs in their environmental policy programs. The project thus contributed to improved environmental policy making in the ARSCP countries;
6. International cooperation in the region, through ARSCP and AMCEN remains an important instrument in information exchange among countries and with international experts and organizations. This regional cooperation and information exchange is still needed;
7. The ARSCP meeting contributed significantly to information exchange and the improvement of environmental policy making. ARSCP can thus be considered as an important African platform for environmental end SCP policy development and implementation.
8. National and city SCP plans should include an overview of the implementing structure and organizations with a clear description of their tasks and responsibilities. These SCP-plans should also have a financial chapter showing the expected costs of program implementation and the funding of the plan.

5. Recommendations/lessons learned

Recommendations:

10. The ARSCP has proven to be a very useful policy forum contributing to information dissemination and awareness-raising on SCP in the region. At its meetings the outcomes of the 10YFP on SCP were presented and discussed together with other environmental policy issues. ARSCP thus proved to be an effective instrument in the region to enhance environmental policy making. It thus serves as a role model for other regions. The Project should focus on further strengthening ARSCP through strengthening the ARSCP secretariat and executive board. The Project program should certainly continue to support and strengthen ARSCP.
11. The Project provided important support to SCP development and implementation in the African region. The project effectively built upon activities initiated by other donors, UNEP and UNIDO. No overview was available of the major programs and initiatives implemented by these other donors. In order to more effectively coordinate these programs and their activities and project in the African region, an overview of all SCP related projects and activities that are being developed and implemented by different donor organizations: UNEP, UNIDO, German Taskforce, other donor countries and organizations should be prepared. Such review could be prepared by UNEP/ UNIDO or the ARSCP secretariat, in any case with UNEP/ UNIDO assistance. This will also facilitate and strengthen coordination of these programs and stimulate more cooperation in project implementation. The project office with support from UNEP/DTIE could play a coordinating role in the implementation of these programs;
12. Monitoring & Evaluation: The project prepared annual progress reports with overviews of activities and outcomes for the reporting periods. These progress reports did not compare the outcomes with the expected results as detailed in the project document and did not give a financial overview. Project progress reports could be improved and should include an overview of expenditures versus implemented activities in order to allow an assessment and comparison of project budget with activities and related expenditures. For the next reporting period an overview of expected activities with required budgets should be presented. Project activities and results should be directly related to and compared with the project objectives and expected outputs as presented in the project document e.g. the project log frame;
13. The Independent Evaluation of the UNEP-UNIDO Cleaner Production Program provides a number of recommendations and lessons learned that are also applicable to this Project:
 - The Program should formulate a clear networking strategy with tangible and realistic outcomes and activities. The Project could certainly play this role for the African region;
 - The Program should support the NCPCs/NCPPs to undertake periodic assessments of the national status of Cleaner Production, to define and review their strategic niche with service portfolios that are most appropriate and effective in their respective national contexts. The Project could undertake an SCP assessment in the African region to further define its objectives and activities. This was also recommended in the evaluation of the project “Institutionalizing the ARSCP”;

- The Program should adopt a results-based management model at Program and national level and develop a comprehensive system to monitor performance in capacity building, institutional development and results and impacts from CP service delivery. This recommendation could be adopted as such for this Project and is in line with the conclusions above;
14. The project should design and implement more regional training and capacity building activities, also for the NCPCs e.g. at the expert level as for policy and decision makers in the region. Different reports show an important need for more knowledge and experience in the field of environmental management and resource efficiency in all of the countries in the region;
 15. Realistic financial planning together with reporting on project activities and on financial development directly related to project activities would contribute to implementing the project as foreseen and as agreed with the funding organizations.
 16. The Project worked primarily with experts from NCPCs in the region and from international organizations, together with policy makers from the African countries. SCP addresses also companies and industries. The Project should therefore also make efforts to include the business sector in its activities, especially in the ARSCP meetings where representatives from the African business sector could provide their views and opinions on more effectively addressing the needs and requirements of industry in Africa;
 17. Improved coordination of SCP and other environmental programs developed and implemented in the region could certainly strengthen the position of the Project itself and contribute to improved implementation of the projects prepared for individual countries in the region. For example, the Project could have contributed to the organization of the National Roundtable on SCP organized in Johannesburg, end of 2008, as part of a series of national roundtables organized by UNEP/DTIE in four regions;
 18. In view of the current priority for sustainable energy and its potential contribution to climate change mitigation, the project should promote activities in the field of sustainable energy and the use of indigenous resources (biomass, water, sun, wind);

Evaluation:

19. An assessment of the results of ARSCP itself may contribute to developing a next program of ARSCP activities and to set priorities for the coming period. An ex-post evaluation was recommended in the earlier evaluation already, but it would be better to conduct such an assessment now as its results will then contribute to addressing the current needs in the region. The “Review of SCP in Africa” (reference 8, Annex 2) forms a good starting point for an evaluation of the functioning of ARSCP.

TERMS OF REFERENCE

Terminal Evaluation of the UNEP Project "Supporting the Implementation of the African 10-YFP on Sustainable Consumption and Production and Workplan of the German Taskforce on Cooperation with Africa (CP/4020-07-01(3626))"

1. PROJECT BACKGROUND AND OVERVIEW

Project rationale

This project is part of the global commitment to support implementation of the elaboration of the Africa 10-Year Framework Programme (10-YFP) on Sustainable Consumption and Production (SCP). The commitment is a response to the call of the WSSD Johannesburg Plan of the Implementation (JPOI) to develop a 10-YFP to support regional and national initiatives that accelerate the shift towards SCP. Paragraph 14 of the JPOI specifically called to encourage and promote the development of a 10-year framework of Programmes on SCP

Africa has been very active in the process that led to the development and launching of the 10-YFP Strategy on SCP. The strategy was an outcome of different consultations held between 2000 and 2005, which targeted the needs and priorities, in terms of SCP, of Africa. This project was to address concerns of a regional strategy for Africa's SCP, the main outcome of the different meetings and consultations by African cleaner production community, and other agencies such as German Taskforce on Cooperation with Africa, National Governments & Institutions and UN Partner Agencies - ECA, UNIDO, UNDESA and UNEP. It was developed in the context of the New Partnership for Africa's Development (NEPAD), and in close collaboration with the Secretariat of the African Ministerial Conference on Environment (AMCEN) and the Secretariat of the African Roundtable on cleaner production (ARSCP) initiated by UNEP in 2000.

Final evaluation Report of initial activities indicated that while the wider institutional basis built through the 10-YFP could provide a good substantive foundation for the sustainability of the ARSCP, the Secretariat needed to be strengthened through activity-based support that are aimed at further development and implementation of the African 10-YFP and SCP.

The objectives of the 10-YFP project were:

- i) To strengthen existing activities and create the conditions for initiating new activities on SCP."

- ii) To link SCP issues to the existing challenges of meeting basic needs in the African region

The 10-YFP is benefiting from the strong cooperation and good coordination with two important partners –the African Roundtable on SCP (ARSCP) and the Marrakech Task Force of Cooperation for Africa, which are supporting the implementation of the African 10YFP. The ARSCP, a formal institution with support from AMCEN, is a key partner in the technical development and implementation of the African 10YFP and the co-chair of the Marrakech Task Force on Cooperation for Africa.

Relevance to UNEP Programmes

This project is in line with UNEP Division of Technology, Industry and Economics (DTIE) and the branch of Sustainable Consumption and Production. The 10-YFP is an outcome of the project on institutionalizing the African Roundtable on SCP which was implemented by, among others, UNEP from March 2004 to June 2006. The follow-up process was aimed at further strengthening the substantive relevance of the ARSCP by facilitating the development and implementation of the African 10-YFP and SCP as approved by AMCEN in March 2005. Thus, the project would be implemented utilizing the gains that had been made during the institutionalization of the African Roundtable on SCP.

The Project is also a response to the 22nd Session of the Governing Council of UNEP (Feb. 2003) which recalled paragraph 14 of JPOI of the WSSD and is in conformity with the activities of UNEP since 1992 aimed at promoting cleaner production, pollution prevention and sustainable consumption. It further recognizes the results in the field of cleaner production, pollution prevention and eco-efficiency already achieved and documented during different fora, including UNEP Governing Council Meetings.

The implementing agencies include UNEP and, the Secretariats of the AMCEN and ARSCP which have been established and supported by UNEP.

Executing Arrangements

This project was implemented by UNEP-DTIE under the general guidance of the Directors of UNEP-ROA and UNEP-DTIE. A Regional Steering Committee for African 10-YFP coordinated further development and implementation efforts. This Committee was composed of representatives of UN Agencies, two regional organizations, and two development

partners. A taskforce for Africa facilitated collaboration with other Taskforces established under the Marrakech process.

In addition to the above, the project had national partners consisting of National Cleaner Production Centres, National Environmental Ministries and Authorities and Institutions that are engaged in promoting SCP. The Project Steering Committee closely worked with local organizations in implementing approved activities.

Guided by UNEP approved procedures and regulations, it was within the mandate of implementing partner institutions to provide necessary managerial and technical support to the project.

Project Activities

The project comprised of the following different activities:

- Support will be provided to the German Taskforce on Cooperation with Africa and the Regional Steering Committee for the development and implementation of the African 10-YFP;
- Selection of the pilot countries and/or cities to be done on the basis of the demonstrated commitment for the development of the 10 YFP at the specified level;
- The key priority areas for the development of a pilot project and the preparation of the compendium of best practices will be selected and methodology will be developed through an active consultations with the ARSCP and other regional partners;
- Existing institutional and technical capacities within the region will be identified and utilised in implementing the activities under this component;
- Active partnership with the Marrakech Taskforce shall be promoted through the German Taskforce on cooperation with Africa;
- Cooperation with other partner agencies and institutions that are working in a related area will be promoted.

Budget

At inception the project had the following budget:

Balance from the KT Trust Fund	US\$ 172,285
Contribution form German Taskforce	US\$ 193,750

Estimated Total Cost	US\$ 366,035
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2. TERMS OF REFERENCE FOR THE EVALUATION

1. Objective and Scope of the Evaluation

The objective of this terminal evaluation is to examine the contribution of the project towards the achievement of Expected Accomplishments and the extent, and magnitude of any project impacts to date. The evaluation will also determine the likelihood of future impacts; assess project performance and the implementation of planned project activities / outputs against actual results. The evaluation will focus on the following main questions:

- Were the key priority areas for the development of a pilot project and the preparation of the compendium of best practices selected and methodology developed through active consultations with the relevant partners at the local, national and regional levels?
- Were existing institutional and technical capacities within the region identified and utilised in implementing the activities under this component?
- To what extent was active partnership with the Marrakech Taskforce promoted?
- Has the project promoted cooperation with other partner agencies and institutions that are working in a related area?
- What are the key contributions that the project made to the promotion of sustainable consumption and production in the region?

2. Methods

This terminal evaluation will be conducted as an in-depth evaluation using a participatory mixed-methods approach, during which the UNEP Programme / Project Manager, key representatives of the executing agencies and other relevant staff are kept informed and consulted throughout the evaluation. The consultant will liaise with the UNEP Evaluation Office and the responsible UNEP Officer on any logistic and/or methodological issues to properly conduct the review in as independent a way as possible, given the circumstances and resources offered. The draft report will be delivered to the Evaluation Office and circulated to UNEP Programme / Project Manager, key representatives of the executing agencies. Any comments or responses to the draft report will be sent to the UNEP Evaluation Office for collation and the consultant will be advised of any necessary or suggested revisions.

The findings of the evaluation will be based on multiple approaches:

5. A desk review of project documents including, but not limited to:
 - (a) The project documents, outputs, monitoring reports (such as progress and financial reports to UNEP) and relevant correspondence.
 - (b) Notes from the Project Team meetings.
 - (c) Other project-related material produced by the project staff or partners.
 - (d) Relevant material published on the project web-site.
 - (e) National and local SCP Programme documents and related activity reports
 - (f) Regional Report on SCP in Africa
6. Interviews with project management and technical support.

7. Face-to-face and telephone interviews with intended users for the project outputs and other stakeholders involved with this project, including the participating countries and international bodies. The Consultant shall determine whether to seek additional information and opinions from representatives of donor agencies and other organisations. As appropriate, these interviews could be combined with an e-mail questionnaire, online survey, or other electronic communication.
8. Interviews with the UNEP Project / Programme Manager and Fund Management Officer, and other relevant staff in UNEP dealing with sustainable consumption and production, poverty reduction and gender-related issues as necessary. The Consultant shall also gain broader perspectives from discussions with other relevant UNEP staff.

Key Evaluation principles

In attempting to evaluate any outcomes and impacts that the project may have achieved, evaluators should remember that the project's performance should be assessed by considering the difference between the answers to two simple questions "*what happened?*" and "*what would have happened anyway?*". These questions imply that there should be consideration of the baseline conditions and trends in relation to the intended project outcomes and impacts. In addition it implies that there should be plausible evidence to **attribute** such outcomes and impacts **to the actions of the project**.

Sometimes, adequate information on baseline conditions and trends is lacking. In such cases this should be clearly highlighted by the evaluator, along with any simplifying assumptions that were taken to enable the evaluator to make informed judgements about project performance.

3. Project Evaluation Parameters and Ratings

The success of project implementation will be rated on a scale from 'highly unsatisfactory' to 'highly satisfactory'. In particular the evaluation shall **assess and rate** the project with respect to the eleven categories defined below².

It should be noted that many of the evaluation parameters are interrelated. For example, the 'achievement of objectives and planned results' is closely linked to the issue of 'sustainability'. Sustainability is understood as the probability of continued long-term project-derived outcomes and impacts and is, in turn, linked to the issues of 'catalytic effects / replication' and, often, 'country ownership' and 'stakeholder participation'.

A. Attainment of objectives and planned results:

The evaluation should assess the extent to which the project's major relevant objectives were effectively and efficiently achieved or are expected to be

² However, the views and comments expressed by the evaluator need not be restricted to these items.

achieved and their relevance. Any project contributions to the achievement of UNEP Expected Accomplishments³ should be clearly highlighted.

- *Effectiveness*: Evaluate the **overall likelihood of impact achievement**, taking into account the “achievement indicators”, the achievement of outcomes and the progress made towards impacts. UNEP’s Evaluation Office advocates the use of the **Review of Outcomes to Impacts (ROtI)** method (described in Annex 7) to establish this rating. The analysis should specify whether the project has plausible causal pathways that link project activities to the achievement of Expected Accomplishments. It should also specify whether the intervention is likely to have any lasting differential impacts in relation to gender.
- *Relevance*: In retrospect, were the project’s outcomes consistent with those of the programme frameworks and thematic sub-programmes? Ascertain the nature and significance of the contribution of the project outcomes to UNEP-DTIE and UNEP-ROA, especially the focal areas of water, energy, urban sanitation and resource-based industries. To what extent does the project intervention link to the achievement of the MDGs (in particular Goals 1, 3, 7 & 8)?
- *Efficiency*: Was the project cost effective? Was the project the least cost option? Was the project implementation delayed and if it was, then did that affect cost-effectiveness? Assess the contribution of cash and in-kind co-financing, and any additional resources leveraged by the project, to the project’s achievements. Did the project build on earlier initiatives; did it make effective use of available scientific and / or technical information? Wherever possible, the evaluator should also compare the cost-time vs. outcomes relationship of the project with that of other similar projects.

B. Sustainability:

Sustainability is understood as the probability of continued long-term project-derived outcomes and impacts after the project funding ends. The evaluation will identify and assess the key conditions or factors that are likely to contribute or undermine the persistence of benefits after the project ends. Some of these factors might be outcomes of the project, e.g. stronger institutional capacities or better informed decision-making. Other factors will include contextual circumstances or developments that are not outcomes of the project but that are relevant to the sustainability of outcomes. The evaluation should ascertain to what extent follow-up work has been initiated and how project outcomes will be sustained and enhanced over time. **Application of the ROtI method** described in Annex 7 will also assist in the evaluation of sustainability.

Five aspects of sustainability should be addressed: financial, socio-political, institutional frameworks and governance, environmental (if applicable). The following questions provide guidance on the assessment of these aspects:

- *Financial resources*. Are there any financial risks that may jeopardize sustenance of project outcomes and onward progress towards impact? What is the likelihood that financial and economic resources will not be

³ UNEP Expected accomplishments are specified in the 2010- 2011 Programme of Work and the 2010-2013 Medium Term Strategy. <http://www.unep.org/PDF/FinalMTSGCSS-X-8.pdf>

available once the project funding ends (resources can be from multiple sources, such as the public and private sectors, income generating activities, and trends that may indicate that it is likely that in future there will be adequate financial resources for sustaining project's outcomes)? To what extent are the outcomes and eventual impact of the project dependent on continued financial support?

- *Socio-political*: Are there any social or political risks that may jeopardize sustenance of project outcomes and onward progress towards impacts? What is the risk that the level of stakeholder ownership will be insufficient to allow for the project outcomes to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project?
- *Institutional framework and governance*. To what extent is the sustenance of the outcomes and onward progress towards impacts dependent on issues relating to institutional frameworks and governance? What is the likelihood that institutional and technical achievements, legal frameworks, policies and governance structures and processes will allow for, the project outcomes/benefits to be sustained? While responding to these questions consider if the required systems for accountability and transparency and the required technical know-how are in place.
- *Environmental*. Are there any environmental risks that can undermine the future flow of project environmental benefits? The TE should assess whether certain activities in the project area will pose a threat to the sustainability of the project outcomes. For example; construction of dam in a protected area could inundate a sizable area and thereby neutralize the biodiversity-related gains made by the project; or, a newly established pulp mill might jeopardise the viability of nearby protected forest areas by increasing logging pressures; or a vector control intervention may be made less effective by changes in climate and consequent alterations to the incidence and distribution of malarial mosquitoes. Would these risks apply in other contexts where the project may be replicated?

C. Catalytic Role and Replication

The catalytic role of UNEP is embodied in its approach of supporting the creation of an enabling environment, investing in activities which are innovative and show how new approaches and market changes can work, and supporting activities that can help upscale new approaches to a national (or regional) level to sustainably achieve global environmental benefits.

In general this catalytic approach can be separated into three broad categories of activities: (1) “**foundational**” and enabling activities, focusing on policy, regulatory frameworks, and national priority setting and relevant

The three categories approach combines all the elements that have been shown to catalyze results in international cooperation. Evaluations in the bilateral and multilateral aid community have shown time and again that activities at the micro level of skills transfer—piloting new technologies and demonstrating new approaches—will fail if these activities are not supported at the institutional or market level as well. Evaluations have also consistently shown that institutional capacity development or market interventions on a larger scale will fail if governmental laws, regulatory frameworks, and policies are not in place to support and sustain these improvements. And they show that demonstration, innovation and market barrier removal do not work if there is no

capacity (2) **demonstration** activities, which focus on demonstration, capacity development, innovation, and market barrier removal; and (3) **investment** activities (rarely if ever undertaken exclusively by UNEP) with high rates of co-funding, catalyzing investments or implementing a new strategic approach at the national level.

In this context the evaluation should assess the catalytic role played by this project by consideration of the following questions:

- **INCENTIVES:** To what extent have the project activities provided incentives (socio-economic / market based) to contribute to catalyzing changes in stakeholder behaviours?
- **INSTITUTIONAL CHANGE:** To what extent have the project activities contributed to changing institutional behaviors?
- **POLICY CHANGE:** To what extent have project activities contributed to policy changes (and implementation of policy)?
- **CATALYTIC FINANCING:** To what extent did the project contribute to sustained follow-on financing from Government and / or other donors? (this is different from co-financing)
- **PROJECT CHAMPIONS:** To what extent have changes (listed above) been catalyzed by particular individuals or institutions (without which the project would not have achieved results)?

(Note: the ROtI analysis should contribute useful information to address these questions)

Replication approach, in the context of UNEP projects, is defined as lessons and experiences coming out of the project that are replicated or scaled up in the design and implementation of other projects. Replication can have two aspects, replication proper (lessons and experiences are replicated in different geographic area) or scaling up (lessons and experiences are replicated within the same geographic area but funded by other sources).

Is the project suitable for replication? If so, has the project approach been replicated? If no effects are identified, the evaluation will describe the strategy / approach adopted by the project to promote replication effects.

D. Stakeholder participation / public awareness:

This consists of three related and often overlapping processes: information dissemination, consultation, and “stakeholder” participation. Stakeholders are the individuals, groups, institutions, or other bodies that have an interest or stake in the outcome of the UNEP project. The term also applies to those potentially adversely affected by a project. The evaluation will specifically:

- Assess the mechanisms put in place by the project for identification and engagement of stakeholders in each participating country and establish, in consultation with the stakeholders, whether this mechanism was successful, and identify its strengths and weaknesses.
- Assess the degree and effectiveness of collaboration/interactions between the various project partners and institutions during the course of implementation of the project.

- Assess the degree and effectiveness of any various public awareness activities that were undertaken during the course of implementation of the project.

E. Country ownership / driven-ness:

This is the relevance of the project to national development and environmental agendas, recipient country commitment, and regional and international agreements. The evaluation will:

- Assess the level of country ownership. Specifically, the evaluator should assess whether the project was effective in further strengthening the substantive relevance of the ARSCP in priority areas of water, energy, urban sanitation and resource-based industries.
- Assess the level of country commitment to the generation and use of research related to cleaner production, pollution prevention and eco-efficiency during and after the project, including in regional and international fora.

F. Achievement of outputs and activities:

- Delivered outputs: Assessment of the project's success in producing each of the programmed outputs, both in quantity and quality as well as usefulness and timeliness.
- Assess the soundness and effectiveness of the methodologies used for developing the technical documents and related management options in the participating countries
- Assess to what extent the project outputs produced have the weight of scientific authority / credibility, necessary to influence policy and decision-makers, particularly at the national level.

G. Preparation and Readiness

Were the project's objectives and components clear, practicable and feasible within its timeframe? Were the capacities of executing institution and counterparts properly considered when the project was designed? Were lessons from other relevant projects properly incorporated in the project design? Were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to project implementation? Were counterpart resources (funding, staff, and facilities), enabling legislation, and adequate project management arrangements in place?

H. Assessment monitoring and evaluation systems.

The evaluation shall include an assessment of the quality, application and effectiveness of project monitoring and evaluation plans and tools, including an assessment of risk management based on the assumptions and risks identified in the project document. The Terminal Evaluation will assess whether the project met the minimum requirements for 'project design of M&E' and 'the application of the Project M&E plan' (see minimum requirements 1&2 in Annex 4). UNEP projects must budget adequately for execution of the M&E plan, and provide adequate resources during implementation of the M&E plan. Project managers are also expected to use the information generated by the M&E system during project implementation to adapt and improve the project.

I. Implementation approach:

This includes an analysis of the project's management framework, adaptation to changing conditions (adaptive management), partnerships in implementation arrangements, changes in project design, and overall project management. The evaluation will:

- Ascertain to what extent the project implementation mechanisms outlined in the project document have been closely followed. In particular, assess the role of the various committees established and whether the project document was clear and realistic to enable effective and efficient implementation, whether the project was executed according to the plan and how well the management was able to adapt to changes during the life of the project to enable the implementation of the project.
- Assess the extent to which the project responded the mid term review / evaluation (if any).
- Evaluate the effectiveness and efficiency and adaptability of project management and the supervision of project activities / project execution arrangements at all levels (1) policy decisions: Steering Group; (2) day to day project management in each of the country executing agencies.
- Identify administrative, operational and/or technical problems and constraints that influenced the effective implementation of the project.

M&E during project implementation

- *M&E design.* Projects should have sound M&E plans to monitor results and track progress towards achieving project objectives. An M&E plan should include a baseline (including data, methodology, etc.), SMART indicators (see Annex 4) and data analysis systems, and evaluation studies at specific times to assess results. The time frame for various M&E activities and standards for outputs should have been specified.

The evaluator should use the following questions to help assess the M&E design aspects:

SMART-ness of Indicators

- Are there specific indicators in the log frame for each of the project objectives and outcomes?
- Are the indicators relevant to the objectives and outcomes?
- Are the indicators for the objectives and outcomes sufficient?
- Are the indicators quantifiable?

Adequacy of Baseline Information

- Is there baseline information?
- Has the methodology for the baseline data collection been explained?
- Is desired level of achievement for indicators based on a reasoned estimate of baseline?

Arrangements for Monitoring of Implementation

- Has a budget been allocated for M&E activities?
- Have the responsibility centers for M&E activities been clearly defined?

- Has the time frame for M&E activities been specified?
- Arrangements for Evaluation

- Have specific targets been specified for project outputs?
- Has the desired level of achievement been specified for all Indicators of Objectives and Outcomes?
- *M&E plan implementation.* A Terminal Evaluation should verify that:
 - an M&E system was in place and facilitated timely tracking of results and progress towards projects objectives throughout the project implementation period (perhaps through use of a logframe or similar);
 - annual project reports and Progress Implementation Review (PIR) reports were complete, accurate and with well justified ratings;
 - that the information provided by the M&E system was used during the project to improve project performance and to adapt to changing needs;
 - and that projects had an M&E system in place with proper training for parties responsible for M&E activities.
- *Budgeting and Funding for M&E activities.* The terminal evaluation should determine whether support for M&E was budgeted adequately and was funded in a timely fashion during implementation.

J. Financial Planning

Evaluation of financial planning requires assessment of the quality and effectiveness of financial planning and control of financial resources throughout the project's lifetime. Evaluation includes actual project costs by activities compared to budget (variances), financial management (including disbursement issues), and co- financing. The evaluation should:

- Assess the strength and utility of financial controls, including reporting, and planning to allow the project management to make informed decisions regarding the budget and allow for a proper and timely flow of funds for the payment of satisfactory project deliverables.
- Present the major findings from the financial audit if one has been conducted.
- Identify and verify the sources of co- financing as well as leveraged and associated financing (in co-operation with the IA and EA).
- Assess whether the project has applied appropriate standards of due diligence in the management of funds and financial audits.
- The evaluation should also include a breakdown of final actual costs and co-financing for the project prepared in consultation with the relevant UNEP Fund Management Officer of the project (table attached in Annex 1 Co-financing and leveraged resources).

K. UNEP Supervision and Backstopping

The purpose of supervision is to work with the executing agency in identifying and dealing with problems which arise during implementation of the project itself. Such problems may be related to project management but may also involve technical/substantive issues in which UNEP has a major contribution to make. The evaluator should assess the effectiveness of supervision and administrative and financial support provided by UNEP-DTIE/RAO including:

- (i) the adequacy of project supervision plans, inputs and processes;
- (ii) the emphasis given to outcome monitoring (results-based project management);
- (iii) the realism / candor of project reporting and rating (i.e. are PIR ratings an accurate reflection of the project realities and risks);
- (iv) the quality of documentation of project supervision activities; and
- (v) financial, administrative and other fiduciary aspects of project implementation supervision.

In summary, accountability and implementation support through technical assistance and problem solving are the main elements of project supervision (Annex 6).

L. Complementarity with UNEP Medium Term Strategy and Programme of Work

UNEP aims to undertake projects that are aligned with its strategy. Whilst it is recognised that some of the projects designed prior to the production of the UNEP Medium Term Strategy (MTS)⁴ / Programme of Work (POW) 2010/11 would not necessarily be aligned with the Expected Accomplishments articulated in those documents, complementarity may exist nevertheless. For this reason, the complementarity of joint projects with UNEP's MTS / POW will not be formally rated, however, the evaluation should present a brief narrative to cover the following issues:

Linkage to UNEP's Expected Accomplishments: The UNEP Medium Term Strategy specifies desired results in six thematic focal areas. The desired results are termed Expected Accomplishments. Using the completed ROI analysis, the evaluation should comment on whether the project makes a tangible contribution to any of the Expected Accomplishments specified in the UNEP MTS. The magnitude and extent any contributions and the causal linkages should be fully described.

*Project contributions that are in-line with the Bali Strategic Plan (BSP)*⁵: The outcomes and achievements of the project should be briefly discussed in relation to the objectives of the UNEP BSP.

South-South Cooperation is regarded as the exchange of resources, technology, and knowledge between developing countries. Briefly describe any aspects of the project that could be considered as examples of South-South Cooperation.

The *ratings for the parameters A - K will be presented in the form of a table*. Each of the eleven categories should be rated separately with **brief justifications** based on the findings of the main analysis. An overall rating for the project should also be given. The following rating system is to be applied:

⁴ <http://www.unep.org/PDF/FinalMTSGCSS-X-8.pdf>

⁵ <http://www.unep.org/GC/GC23/documents/GC23-6-add-1.pdf>

HS	= Highly Satisfactory
S	= Satisfactory
MS	= Moderately Satisfactory
MU	= Moderately Unsatisfactory
U	= Unsatisfactory
HU	= Highly Unsatisfactory

4. Evaluation Report Format and Review Procedures

The report should be brief, to the point and easy to understand. It must explain; the purpose of the evaluation, exactly what was evaluated and the methods used. The report must highlight any methodological limitations, identify key concerns and present evidence-based findings, consequent conclusions, recommendations and lessons. The report should be presented in a way that makes the information accessible and comprehensible and include an executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

The evaluation will rate the overall implementation success of the project and provide individual ratings of the eleven implementation aspects as described in Section 1 of this TOR. ***The ratings will be presented in the format of a table with brief justifications based on the findings of the main analysis.***

Evidence, findings, conclusions and recommendations should be presented in a complete and balanced manner. Any dissident views in response to evaluation findings will be appended in an annex. The evaluation report shall be written in English, be of no more than 50 pages (excluding annexes), use numbered paragraphs and include:

- i) An **executive summary** (no more than 3 pages) providing a brief overview of the main conclusions and recommendations of the evaluation;
- ii) **Introduction and background** giving a brief overview of the evaluated project, for example, the objective and status of activities; UNEP Evaluation Office requires that a TE report will provide summary information on when the evaluation took place; places visited; who was involved; the key questions; and, the methodology.
- iii) **Scope, objective and methods** presenting the evaluation's purpose, the evaluation criteria used and questions to be addressed;
- iv) **Project Performance and Impact** providing *factual evidence* relevant to the questions asked by the evaluator and interpretations of such evidence. This is the main substantive section of the report. The evaluator should provide a commentary and analysis on all eleven evaluation aspects (A – K above) and include a section on the relevance of the project to, and contribution towards, the delivery of the Bali Strategic Plan (BSP)⁶ where the outcomes and achievements of the project should be briefly discussed in relation to the objectives of the UNEP BSP.
- v) **Conclusions and rating** of project implementation success giving the evaluator's concluding assessments and ratings of the project against given evaluation criteria and standards of performance. The conclusions should provide answers to questions about whether the project is considered good or

⁶ <http://www.unep.org/GC/GC23/documents/GC23-6-add-1.pdf>

- bad, and whether the results are considered positive or negative. The ratings should be provided with a brief narrative comment in a table (see Annex 1);
- vi) **Lessons (to be) learned** presenting general conclusions from the standpoint of the design and implementation of the project, based on good practices and successes or problems and mistakes. Lessons should have the potential for wider application and use. All lessons should ‘stand alone’ and should:
- Briefly describe the context from which they are derived
 - State or imply some prescriptive action;
 - Specify the contexts in which they may be applied (if possible, who when and where)
- vii) **Recommendations** suggesting *actionable* proposals for improvement of the current project. In general, Terminal Evaluations are likely to have very few (perhaps two or three) actionable recommendations.

Prior to each recommendation, the issue(s) or problem(s) to be addressed by the recommendation should be clearly stated.

A high quality recommendation is an actionable proposal that is:

1. Feasible to implement within the timeframe and resources available
 2. Commensurate with the available capacities of project team and partners
 3. Specific in terms of who would do what and when
 4. Contains results-based language (i.e. a measurable performance target)
 5. Includes a trade-off analysis, when its implementation may require utilizing significant resources that would otherwise be used for other project purposes.
- viii) **Annexes** may include additional material deemed relevant by the evaluator but must include:
1. The Evaluation Terms of Reference,
 2. A list of interviewees, and evaluation timeline
 3. A list of documents reviewed / consulted
 4. Summary co-finance information and a statement of project expenditure by activity
 5. Details of the project’s ‘impact pathways’ and the ‘ROtI’ analysis
 6. The expertise of the evaluation team. (brief CV).

TE reports will also include any formal response / comments from the project management team and/or the country focal point regarding the evaluation findings or conclusions as an annex to the report, however, such will be appended to the report by UNEP Evaluation Office.

Examples of UNEP Terminal Evaluation Reports are available at www.unep.org/eou

Review of the Draft Evaluation Report

Draft reports submitted to UNEP Evaluation Office are shared with the corresponding Programme or Project Officer and his or her supervisor for initial review and consultation. Senior staff of collaborating institutions and leading partners is allowed to comment on the draft evaluation report. They may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. Where, possible, a consultation is held between the evaluator, Evaluation Office Staff and the Steering. The consultation seeks feedback on the proposed recommendations and lessons. UNEP Evaluation Office collates all review comments and provides them to the evaluator(s) for their consideration in preparing the final version of the report.

5. Submission of Final Terminal Evaluation Reports.

The final report shall be submitted in electronic form in MS Word format and should be sent to the following persons:

Segbedzi Norgbey, Chief,
UNEP Evaluation Office
P.O. Box 30552-00100
Nairobi, Kenya
Tel.: (254-20) 7624181
Fax: (254-20) 7623158
Email: segbedzi.norgbey@unep.org

With a copy to:

Patrick Mwesigye,
Regional Industry Officer,
UNEP (ROA),
Nairobi, KENYA
Phone: +254 20 7624630
Fax: +254 20 7623928
Website: <http://www.unep.org/roa>
E-mail: patrick.mwesigye@unep.org

Desta Mebratu,
Head, Business & Industry Unit
UNEP DTIE
Tel: +33 1 44 37 1988
Fax: +33 1 44 37 1474
[Email:desta.mabratu@unep.org](mailto:desta.mabratu@unep.org)

The final evaluation report will be published on the Evaluation Office's web-site www.unep.org/eou and may be printed in hard copy. Subsequently, the report will be sent to the GEF Office of Evaluation for their review, appraisal and inclusion on the GEF website.

6. Resources and Schedule of the Evaluation

This final evaluation will be undertaken by an international evaluator contracted by the Evaluation Office, UNEP. The contract for the evaluator will begin on January 11th 2010 and end on 26th February 2010 (18 days) spread over 7 weeks (2 days of travel to Nairobi, 6 days desk study, 4 days of telephone interviews & e-questionnaires and 8 of report writing). The evaluator will submit a draft report on 8th February 2010 to UNEP/EO, the UNEP Programme / Project Manager, and key representatives of the executing agencies. Any comments or responses to the draft report will be sent to UNEP / EO for collation and the consultant will be advised of any necessary revisions. Comments to the final draft report will be sent to the consultant on 16th February 2010 after which, the consultant will submit the final report no later than 26th February 2010.

The evaluator will after an initial telephone briefing with Evaluation Office and the UNEP Programme / Project Manager, conduct a desk review work at the beginning of the evaluation and later travel to Nairobi UNEP Offices and meet with representatives of the project executing agencies and the intended users of project's outputs.

In accordance with UNEP Evaluation Policy, all UNEP projects are evaluated by independent evaluators contracted as consultants by the Evaluation Office. The evaluator should have the following qualifications:

The evaluator should not have been associated with the design and implementation of the project in a paid capacity. The evaluator will work under the overall supervision of the Chief Evaluation Office, UNEP. The evaluator should be an international expert in clean energy with a sound understanding of rural entrepreneurship and climate change issues. The consultant should have the following minimum qualifications: (i) experience in international biodiversity and forest issues; (ii) experience with management and implementation of research projects and in particular with research targeted at policy-influence and decision-making; (iii) experience with project evaluation. Knowledge of UNEP programmes is

desirable. Knowledge of Chinese is an advantage. Fluency in oral and written English is a must.

7. Schedule Of Payment

The evaluator will receive an initial payment of equivalent to the lump sum travel upon signing of the contract, 40% of the SSA fee upon submission of draft report and final payment of 60% upon satisfactory completion of work. The fee is payable under the individual SSAs of the evaluator and is inclusive of all expenses such as travel, accommodation and incidental expenses.

In case, the evaluator cannot provide the products in accordance with the TORs, the timeframe agreed, or his products are substandard, the payment to the evaluator could be withheld, until such a time the products are modified to meet UNEP's standard. In case the evaluator fails to submit a satisfactory final product to UNEP, the product prepared by the evaluator may not constitute the evaluation report.

Annex 1. OVERALL RATINGS TABLE

Criterion	Evaluator's Summary Comments	Evaluator's Rating
A. Attainment of project objectives and results (overall rating) Sub criteria (below)		
A. 1. Effectiveness - overall likelihood of impact achievement (ROtI rating)		
A. 2. Relevance		
A. 3. Efficiency		
B. Sustainability of Project outcomes (overall rating) Sub criteria (below)		
B. 1. Financial		
B. 2. Socio Political		
B. 3. Institutional framework and governance		
B. 4. Environmental		
C. Catalytic Role		
D. Stakeholders involvement		
E. Country ownership / driven-ness		
F. Achievement of outputs and activities		
G. Preparation and readiness		
H. Implementation approach		
I. Financial planning		
J. Monitoring and Evaluation (overall rating) Sub criteria (below)		
E. 1. M&E Design		
E. 2. M&E Plan Implementation (use for adaptive management)		
E. 3. Budgeting and Funding for M&E activities		
K. UNEP Supervision and backstopping		

RATING OF PROJECT OBJECTIVES AND RESULTS

Highly Satisfactory (HS): The project had no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Satisfactory (S): The project had minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Moderately Satisfactory (MS): The project had moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Moderately Unsatisfactory (MU): The project had significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Unsatisfactory (U) The project had major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Highly Unsatisfactory (HU): The project had severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Please note: Relevance and effectiveness will be considered as critical criteria. The overall rating of the project for achievement of objectives and results **may not be higher** than the lowest rating on either of these two criteria. Thus, to have an overall satisfactory rating for outcomes a project must have at least satisfactory ratings on both relevance and effectiveness.

RATINGS ON SUSTAINABILITY

A. Sustainability will be understood as the probability of continued long-term outcomes and impacts after the 10-YFP project funding ends. The Terminal evaluation will identify and assess the key conditions or factors that are likely to contribute or undermine the persistence of benefits after the project ends. Some of these factors might be outcomes of the project, i.e. stronger institutional capacities, legal frameworks, socio-economic incentives /or public awareness. Other factors will include contextual circumstances or developments that are not outcomes of the project but that are relevant to the sustainability of outcomes..

Rating system for sustainability sub-criteria

On each of the dimensions of sustainability of the project outcomes will be rated as follows.

Likely (L): There are no risks affecting this dimension of sustainability.

Moderately Likely (ML): There are moderate risks that affect this dimension of sustainability.

Moderately Unlikely (MU): There are significant risks that affect this dimension of sustainability

Unlikely (U): There are severe risks that affect this dimension of sustainability.

According to the GEF Office of Evaluation, all the risk dimensions of sustainability are deemed critical. Therefore, overall rating for sustainability will not be higher than the rating of the dimension with lowest ratings. For example, if a project has an Unlikely rating in any of the dimensions then its overall rating cannot be higher than Unlikely, regardless of whether higher ratings in other dimensions of sustainability produce a higher average.

RATINGS OF PROJECT M&E

Monitoring is a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing project with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds. Evaluation is the systematic and objective assessment of an on-going or completed project, its design, implementation and results. Project evaluation may involve the definition of appropriate standards, the examination of performance against those standards, and an assessment of actual and expected results.

The Project monitoring and evaluation system will be rated on ‘M&E Design’, ‘M&E Plan Implementation’ and ‘Budgeting and Funding for M&E activities’ as follows:

Highly Satisfactory (HS): There were no shortcomings in the project M&E system.

Satisfactory(S): There were minor shortcomings in the project M&E system.

Moderately Satisfactory (MS): There were moderate shortcomings in the project M&E system.

Moderately Unsatisfactory (MU): There were significant shortcomings in the project M&E system.

Unsatisfactory (U): There were major shortcomings in the project M&E system.

Highly Unsatisfactory (HU): The Project had no M&E system.

“M&E plan implementation” will be considered a critical parameter for the overall assessment of the M&E system. The overall rating for the M&E systems will not be higher than the rating on “M&E plan implementation.”

All other ratings will be on the UNEP six point scale.

UNEP Performance Description	
HS	= Highly Satisfactory
S	= Satisfactory
MS	= Moderately Satisfactory
MU	= Moderately Unsatisfactory
U	= Unsatisfactory
HU	= Highly Unsatisfactory

Annex 2. Co-financing and Leveraged Resources

Co-financing (basic data to be supplied to the consultant for verification)

* Other is referred to contributions mobilized for the project from other multilateral agencies, bilateral development cooperation agencies, NGOs, the

Co financing (Type/Source)	IA own Financing (mill US\$)		Government (mill US\$)		Other* (mill US\$)		Total (mill US\$)		Total Disbursement (mill US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
- Grants										
- Loans/Concessional (compared to market rate)										
- Credits										
- Equity investments										
- In-kind support										
- Other (*)										
-										
-										
-										
-										
-										
Totals										

private sector and beneficiaries.

Leveraged Resources

Leveraged resources are additional resources—beyond those committed to the project itself at the time of approval—that are mobilized later as a direct result of the project. Leveraged resources can be financial or in-kind and they may be from other donors, NGO's, foundations, governments, communities or the private sector. Please briefly describe the resources the project has leveraged since inception and indicate how these resources are contributing to the project's ultimate objective.

Table showing final actual project expenditure by activity to be supplied by the UNEP Fund management Officer. (insert here)

Annex 3

Review of the Draft Report

Draft reports submitted to UNEP Evaluation Office are shared with the corresponding Programme or Project Officer and his or her supervisor for initial review and consultation. The UNEP staff and senior Executing Agency staff provide comments on the draft evaluation report. They may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. The consultation also seeks agreement on the findings and recommendations. The UNEP evaluation Office collates the review comments and provides them to the evaluators for their consideration in preparing the final version of the report. General comments on the draft report with respect to compliance with these TOR are shared with the reviewer.

Quality Assessment of the Evaluation Report

All UNEP Evaluation Reports are subject to quality assessments by the Evaluation Office. These apply quality assessment criteria that reflect international good practice and are used as a tool for providing structured feedback to the evaluator.

The quality of the draft evaluation report is assessed and rated against the following criteria:

Report Quality Criteria	UNEP EO Assessment	Rating
A. Did the report present an assessment of relevant outcomes and achievement of project objectives in the context of the focal area program indicators if applicable?		
B. Was the report consistent and the evidence complete and convincing and were the ratings substantiated when used?		
C. Did the report present a sound assessment of sustainability of outcomes?		
D. Were the lessons and recommendations supported by the evidence presented?		
E. Did the report include the actual project costs (total and per activity) and actual co-financing used?		
F. Did the report include an assessment of the quality of the project M&E system and its use for project management?		
UNEP additional Report Quality Criteria	UNEP EO Assessment	Rating
G. Quality of the lessons: Were lessons readily applicable in other contexts? Did they suggest prescriptive action?		

Evaluation of the UNEP project “Supporting the African 10 Year Framework Programme on SCP”

H. Quality of the recommendations: Did recommendations specify the actions necessary to correct existing conditions or improve operations (‘who?’ ‘what?’ ‘where?’ ‘when?’). Can they be implemented? Did the recommendations specify a goal and an associated performance indicator?		
I. Was the report well written? (clear English language and grammar)		
J. Did the report structure follow EO guidelines, were all requested Annexes included?		
K. Were all evaluation aspects specified in the TORs adequately addressed?		
L. Was the report delivered in a timely manner		

Quality of the MTE report = 0.3*(A + B) + 0.1*(C+D+E+F)

EO assessment of MTE report = 0.3*(G + H) + 0.1*(I+J+K+L)

Combined quality Rating = (2* ‘EO’ rating + supplementary EO rating)/3

The Totals are rounded and converted to the scale of HS to HU

Rating system for quality of terminal evaluation reports

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, and unable to assess = 0.

- Annex 4 -Introduction to Theory of Change / impact pathways, the ROTi Method and the ROTi Results Scoresheet

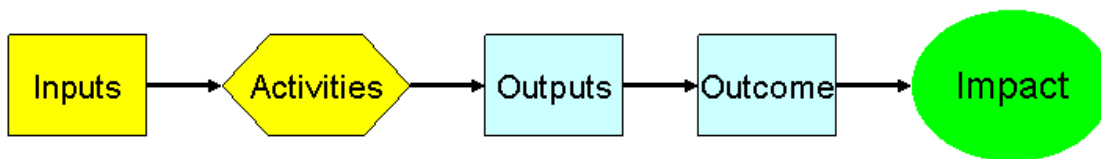
Terminal evaluations of projects are conducted at, or shortly after, project completion. At this stage it is normally possible to assess the achievement of the project’s outputs. However, the possibilities for evaluation of the project’s outcomes are often more limited and the feasibility of assessing project **impacts** at this time is usually severely constrained. Full impacts often accrue only after considerable time-lags, and it is common for there to be a lack of long-term baseline and monitoring information to aid their evaluation. Consequently, substantial resources are often needed to support the extensive primary field data collection required for assessing impact and there are concomitant practical difficulties because project resources are seldom available to support the assessment of such impacts when they have accrued – often several years after completion of activities and closure of the project.

Despite these difficulties, it is possible to enhance the scope and depth of information available from Terminal Evaluations on the achievement of results **through rigorous review of project progress along the pathways from outcome to impact.** Such reviews identify the sequence of conditions and factors deemed necessary for project outcomes to yield impact and assess the current status of and future prospects for results. In evaluation literature these relationships can be variously described as ‘Theories of Change’, Impact ‘Pathways’, ‘Results Chains’, ‘Intervention logic’, and ‘Causal Pathways’ (to name only some!).

Theory of Change (TOC) / impact pathways

Figure 1 shows a generic impact pathway which links the standard elements of project logical frameworks in a graphical representation of causal linkages. When specified with more detail, for example including the key users of outputs, the processes (the arrows) that lead to outcomes and with details of performance indicators, analysis of impact pathways can be invaluable as a tool for both project planning and evaluation.

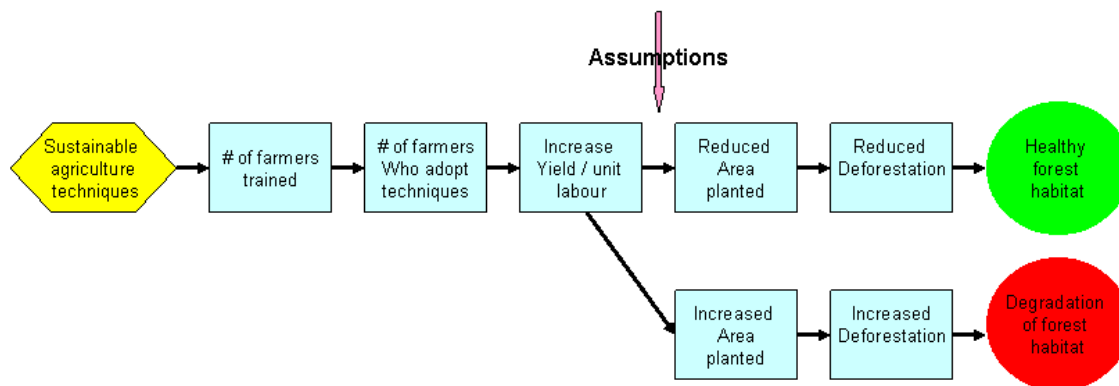
Figure 1. A generic results chain, which can also be termed an ‘Impact Pathway’ or Theory of Change.



The pathways summarise casual relationships and help identify or clarify the assumptions in the intervention logic of the project. For example, in the Figure 2 below the eventual impact depends upon the behaviour of the farmers in using the new agricultural techniques they have learnt from the training. The project design for the intervention might be based on the upper pathway assuming that the farmers can now meet their needs from more efficient management of a given area therefore reducing the need for an expansion of cultivated area and ultimately reducing pressure on nearby forest habitat, whereas the evidence gathered in the evaluation may in some locations follow the lower of the two pathways; the

improved farming methods offer the possibility for increased profits and create an incentive for farmers to cultivate more land resulting in clearance or degradation of the nearby forest habitat.

Figure 2. An impact pathway / TOC for a training intervention intended to aid forest conservation.



The UNEP Evaluation Office has recently developed an approach that builds on the concepts of theory of change / causal chains / impact pathways. The method is known as Review of Outcomes to Impacts (ROtI)⁷ and has three distinct stages:

- a. Identifying the project’s intended impacts
- b. Review of the project’s logical framework
- c. Analysis and modeling of the project’s outcomes-impact pathways

The **identification of the projects intended impacts** should be possible from the ‘objectives’ statements specified in the official project document. The next stage is to **review the project’s logical framework** to assess whether the design of the project is consistent with, and appropriate for, the delivery of the intended impact. The method requires verification of the causal logic between the different hierarchical levels of the logical framework moving ‘backwards’ from impacts through outcomes to the outputs; the activities level is not formally considered in the ROtI method⁸. The aim of this stage is to develop and understanding of the causal logic of the project intervention and to identify the key ‘impact pathways’. In reality such process are often complex; they often involve multiple actors and decision-processes and are subject to time-lags, meaning that project impact often accrue long after the completion of project activities.

The third stage involves analysis of the ‘impact pathways’ that link project outcomes to impacts. The pathways are analysed in terms of the ‘**assumptions**’ and ‘**impact drivers**’ that underpin the processes involved in the transformation of outcomes to impacts via **intermediate states** (see Figure 3). Project

⁷ GEF Evaluation Office (2009). ROtI: Review of Outcomes to Impacts Practitioners Handbook.

http://www.gefweb.org/uploadedFiles/Evaluation_Office/OPS4/Roti%20Practitioners%20Handbook%2015%20June%202009.pdf

⁸Evaluation of the efficiency and effectiveness in the use of resources to generate outputs is already a major focus within UNEP Terminal Evaluations.

outcomes are the direct intended results stemming from the outputs, and they are likely to occur either towards the end of the project or in the short term following project completion. **Intermediate states** are the transitional conditions between the project’s immediate outcomes and the intended impact. They are necessary conditions for the achievement of the intended impacts and there may be more than one intermediate state between the immediate project outcome and the eventual impact.

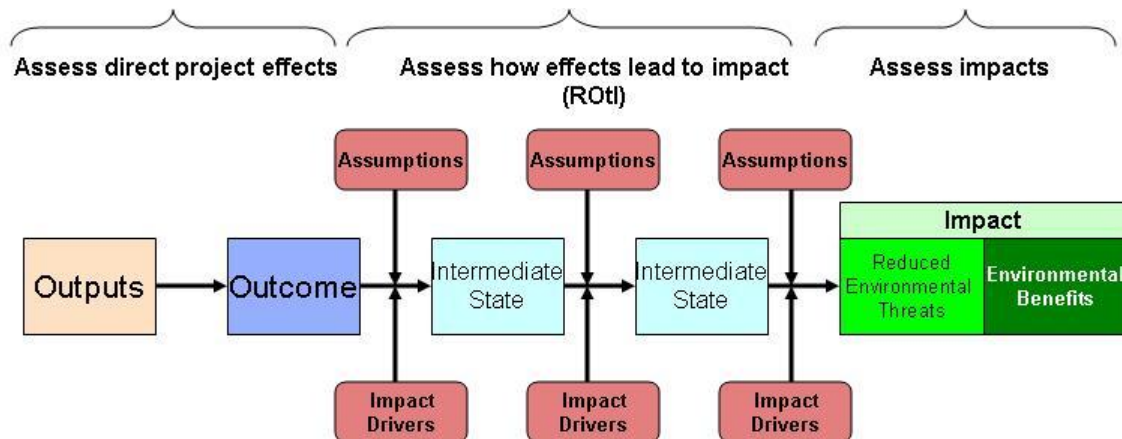
Impact drivers are defined as the significant factors that if present are expected to contribute to the realization of the intended impacts and **can be influenced** by the project / project partners & stakeholders.

Assumptions are the significant factors that if present are expected to contribute to the realization of the intended impacts but are largely **beyond the control of the project** / project partners & stakeholders. The impact drivers and assumptions are ordinarily considered in Terminal Evaluations when assessing the sustainability of the project.

Since project logical frameworks do not often provide comprehensive information on the processes by which project outputs yield outcomes and eventually lead, via ‘intermediate states’ to impacts, the impact pathways need to be carefully examined and the following questions addressed:

- Are there other causal pathways that would stem from the use of project outputs by other potential user groups?
- Is (each) impact pathway complete? Are there any missing intermediate states between project outcomes and impacts?
- Have the key impact drivers and assumptions been identified for each ‘step’ in the impact pathway.

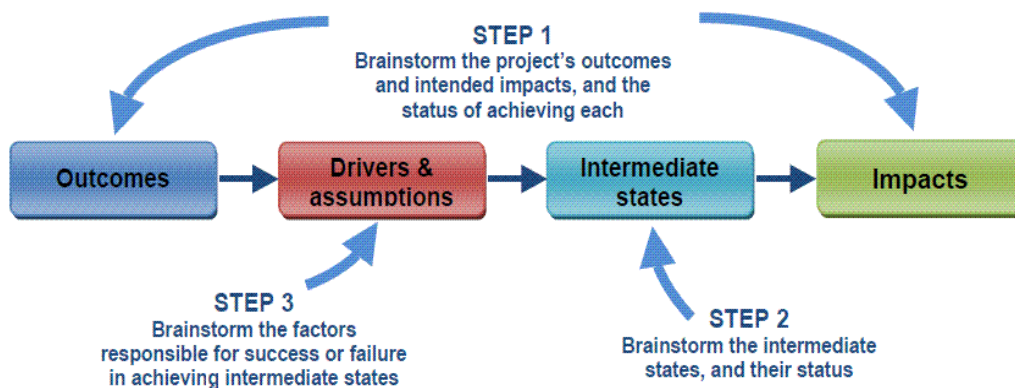
Figure 3. A schematic ‘impact pathway’ showing intermediate states, assumptions and impact drivers (adapted from GEF EO 2009).



The process of identifying the impact pathways and specifying the impact drivers and assumptions can be done as a desk exercise by the evaluator or, preferably, as a group exercise, led by the evaluator with a cross-section of project stakeholders as part of an evaluation field mission or both. Ideally, the evaluator would have done a desk-based assessment of the project’s theory of change and then use this understanding to facilitate a group exercise. The group exercise is best done through collective discussions to develop a visual model of the impact pathways using a card exercise. The component elements (outputs, outcomes, impact drivers, assumptions intended impacts etc.) of the impact pathways

are written on individual cards and arranged and discussed as a group activity. Figure 4 below shows the suggested sequence of the group discussions needed to develop the TOC for the project.

Figure 4. Suggested sequencing of group discussions (from GEF EO 2009)



Once the theory of change model for the project is complete the evaluator can assess the design of the project intervention and collate evidence that will inform judgments on the extent and effectiveness of implementation, through the evaluation process. Performance judgments are made always noting that project contexts can change and that adaptive management is required during project implementation.

The ROTI method requires ratings for outcomes achieved by the project and the progress made towards the ‘intermediate states’ at the time of the evaluation. According the GEF guidance on the method; “*The rating system is intended to recognize project preparation and conceptualization that considers its own assumptions, and that seeks to remove barriers to future scaling up and out. Projects that are a part of a long-term process need not at all be “penalized” for not achieving impacts in the lifetime of the project: the system recognizes projects’ forward thinking to eventual impacts, even if those impacts are eventually achieved by other partners and stakeholders, albeit with achievements based on present day, present project building blocks.*” For example, a project receiving an “AA” rating appears likely to deliver impacts, while for a project receiving a “DD” this would seem unlikely, due to low achievement in outcomes and the limited likelihood of achieving the intermediate states needed for eventual impact (see Table 1).

Table 1. Rating scale for outcomes and progress towards ‘intermediate states’

Outcome Rating	Rating on progress toward Intermediate States
D: The project’s intended outcomes were not delivered	D: No measures taken to move towards intermediate states.
C: The project’s intended outcomes were delivered, but were not designed to feed into a continuing process after project funding	C: The measures designed to move towards intermediate states have started, but have not produced results.
B: The project’s intended outcomes were	B: The measures designed to move towards

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delivered, and were designed to feed into a continuing process, but with no prior allocation of responsibilities after project funding	intermediate states have started and have produced results, which give no indication that they can progress towards the intended long term impact.
A: The project’s intended outcomes were delivered, and were designed to feed into a continuing process, with specific allocation of responsibilities after project funding.	A: The measures designed to move towards intermediate states have started and have produced results, which clearly indicate that they can progress towards the intended long term impact.

Thus a project will end up with a two letter rating e.g. AB, CD, BB etc. In addition the rating is give a ‘+’ notation if there is evidence of impacts accruing within the life of the project. The possible rating permutations are then translated onto the usual six point rating scale used in all UNEP project evaluations in the following way.

Table 2. Shows how the ratings for ‘achievement of outcomes’ and ‘progress towards intermediate states translate to ratings for the ‘Overall likelihood of impact achievement’ on a six point scale.

Highly Likely	Likely	Moderately Likely	Moderately Unlikely	Unlikely	Highly Unlikely
AA AB BA CA BB+ CB+ DA+ DB+	BB CB DA DB AC+ BC+	AC BC CC+ DC+	CC DC AD+ BD+	AD BD CD+ DD+	CD DD

In addition, projects that achieve documented changes in environmental status during the project’s lifetime receive a positive impact rating, indicated by a “+”. The overall likelihood of achieving impacts is shown in Table 11 below (a + score above moves the double letter rating up one space in the 6-point scale).

The ROTI method provides a basis for comparisons across projects through application of a rating system that can indicate the expected impact. However it should be noted that whilst this will provide a relative scoring for all projects assessed, it does not imply that the results from projects can necessarily be aggregated. Nevertheless, since the approach yields greater clarity in the ‘results metrics’ for a project, opportunities where aggregation of project results might be possible can more readily be identified.

Results rating of project entitled:							
		Rating (D – A)		Rating (D – A)		Rating (+)	Overall

Outputs	Outcomes		Intermediary		Impact (GEBs)		
1.	1.		1.		1.		
2.	2.		2.		2.		
3.	3.		3.		3.		
	Rating justification:		Rating justification:		Rating justification:		

Scoring Guidelines

The achievement of **Outputs** is largely assumed. Outputs are such concrete things as training courses held, numbers of persons trained, studies conducted, networks established, websites developed, and many others. Outputs reflect where and for what project funds were used. These were not rated: projects generally succeed in spending their funding.

Outcomes:

Outcomes, on the other hand, are the first level of intended results stemming from the outputs. Not so much the number of persons trained; but how many persons who then demonstrated that they had gained the intended knowledge or skills. Not a study conducted; but one that could change the evolution or development of the project. Not so much a network of NGOs established; but that the network showed potential for functioning as intended. A sound outcome might be genuinely improved strategic planning in SLM stemming from workshops, training courses, and networking.

Examples

Funds were spent, outputs were produced, but nothing in terms of outcomes was achieved.

People attended training courses but there is no evidence of increased capacity. A website was developed, but no one used it. (Score – D)

Outcomes achieved but are dead ends; no forward linkages to intermediary stages in the future.

People attended training courses, increased their capacities, but all left for other jobs shortly after; or were not given opportunities to apply their new skills. A website was developed and was used,

but achieved little or nothing of what was intended because intended end users had no access to computers. People had meetings that led nowhere. Outcomes hypothesized or achieved, but either insignificant and/or *no evident linkages forward* to intermediary stages leading towards impacts. (Score – C)

Outcomes plus implicit linkages forward. Outcomes achieved and have *implicit forward linkages* to intermediary stages and impacts. Collaboration as evidenced by meetings and decisions made among a loose network is documented that should lead to better planning. Improved capacity is in place and should lead to desired intermediate outcomes. Providing implicit linkages to intermediary stages is probably the most common case when outcomes have been achieved. (Score - B)

Outcomes plus explicit linkages forward. Outcomes have *definite and explicit forward linkages* to intermediary stages and impacts. An alternative energy project may result in solar panels installed that reduced reliance on local wood fuels, with the outcome quantified in terms of reduced C emissions. Explicit forward linkages are easy to recognize in being concrete, but are relatively uncommon. (Score A)

Intermediary stages:

The **intermediate stage** indicates achievements that lead to Global Environmental Benefits, especially if the potential for scaling up is established.

“Outcomes” scored C or D. If the outcomes above scored C or D, there is no need to continue forward to score intermediate stages given that achievement of such is then not possible.

In spite of outcomes and implicit linkages, and follow-up actions, the project dead-ends.

Although outcomes achieved have *implicit forward linkages* to intermediary stages and impacts, the project dead-ends. Outcomes turn out to be insufficient to move the project towards intermediate stages and to the eventual achievement of GEBs. Collaboration as evidenced by meetings and among participants in a network never progresses further. The implicit linkage based on follow-up never materializes. Although outcomes involve, for example, further participation and discussion, such actions do not take the project forward towards intended intermediate impacts. People have fun getting together and talking more, but nothing, based on the implicit forwards linkages, actually eventuates. **(Score = D)**

The measures designed to move towards intermediate states have started, but have not produced result, barriers and/or unmet assumptions may still exist. In spite of sound outputs and in spite of explicit forward linkages, there is limited possibility of intermediary stage achievement due to barriers not removed or unmet assumptions. This may be the fate of several policy related, capacity building, and networking projects: people work together, but fail to develop a way forward towards concrete results, or fail to successfully address inherent barriers. The project may increase ground cover and or carbon stocks, may reduce grazing or GHG emissions; and may have project level recommendations regarding scaling up; but barrier removal or the addressing of fatal assumptions means that scaling up remains limited and unlikely to be achieved at larger scales. Barriers can be policy and institutional limitations; (mis-) assumptions may have to do with markets or public – private sector relationships. **(Score = C)**

Barriers and assumptions are successfully addressed. Intermediary stage(s) planned or conceived have feasible direct and explicit forward linkages to impact achievement; barriers and assumptions are successfully addressed. The project achieves measurable intermediate impacts, and works to scale up and out, but falls well short of scaling up to global levels such that achievement of GEBs still lies in doubt. **(Score = B)**

Scaling up and out over time is possible. Measurable intermediary stage impacts achieved, scaling up to global levels and the achievement of GEBs appears to be well in reach over time. **(Score = A)**

Impact: Actual changes in environmental status

“Intermediary stages” scored B to A.

Measurable impacts achieved at a globally significant level within the project life-span. . (Score = ‘+’)

ANNEX 2: Documents reviewed

1. UNEP Programme Document: Supporting the Implementation of the African 10YFP on SCP and work plan of the German Task Force on Cooperation with Africa, January 2007;
2. Report of the High-level Launch of the African 10-Year Framework Programme on Sustainable Consumption and Production, 29 May 2006, Addis Abbeba, Ethiopia;
3. Final report on the implementation of the project on Support to the Marrakech Taskforce on Cooperation with Africa, November 2007;
4. Report on the implementation of the project on: Support to the Marrakech Taskforce on Cooperation with Africa, November 2008;
5. Final Evaluation of the Institutionalising the African Roundtable on Cleaner Production and Sustainable Consumption Project, Final Report, Yakobo Moyini, Kampala, Uganda, July 2006;
6. Independent evaluation of the UNIDO-UNEP Cleaner Production Programme, Country Evaluation Report Mozambique, Rene van Berkel, Eco-innovation, Australia, April 2008;
7. Independent Evaluation of the UNIDO-UNEP Cleaner Production Programme, UNEP, May 2008;
8. Africa Review Report on Sustainable Consumption and Production, prepared by ARSP-secretariat, October 2009;
9. Sustainable Consumption and Production in Maputo and Matola Cities, Mozambique NCPC, Maputo, November 2007;
10. 10Year Programme on Sustainable Consumption and Production for Tanzania, CPC of Tanzania, December 2007;
11. Sustainable Consumption and Production Programme for Cairo City, Egyptian NCPC, August 2008;
12. National Programme on Sustainable Consumption and Production (SCP) for Mauritius (2008-2013), Ministry of Environment and National Development Unit of Mauritius, August 2008;
13. MoU for the preparation of the Tanzania SCP programme, UNEP, June 2007;
14. MoU for the preparation of the Egypt SCP programme, UNEP, July 2007;
15. MoU for the preparation of the Mozambique SCP programme, UNEP, April 2007;
16. Summary Note on the Development of an African Ecolabelling Mechanism, Outcome of a Regional Consultation Process, UNEP and German Task Force for Africa;
17. Background Note for the Regional Expert Meeting on the Development of an African Eco-labelling Scheme, UNEP, June 2007;
18. Developing an African Eco-labelling Scheme Initial Study: Background Assessment and Survey of Existing Initiatives Related to Eco-labelling in the African Region, Claire Janisch, July 2007;
19. Brochure: Eco-labelling as a potential marketing tool for African Products, UNEP/ARSCP;
20. Pilot support on the development of National and/or City-wide 10 Year Framework Programmes on Sustainable Consumption and Production in Africa
21. Report of the Regional Workshop on Developing National and City-wide Sustainable Consumption and Production Programmes, Nairobi, Kenya, October 2007;
22. Concept note for the Cooperation between the Marrakech Task Force on Cooperation with Africa and other Marrakech Task Forces, UNEP;
23. An Overview of Leapfrogging Possibilities for Sustainable Consumption and Production in Africa, Getachew Assefa, Ph.D.
24. MoU for the organisation of ARSCP-5 in Johannesburg, UNEP, February 2008;
25. Strategy Document of the African Ecolabelling Mechanism (AEM), UNEP;

26. Fifth African Roundtable on Sustainable Consumption and Production (ARSCP-5) 4-6 June 2008, Midrand Johannesburg, South Africa;
27. Operational note on facilitating the implementation of the Sustainable Consumption and Production Programme of Maputo City, UNEP;
28. Operational note on facilitating the implementation of the Sustainable Consumption and Production Programme of Cairo City, UNEP;
29. Sustainable Consumption and Production in Africa, Regional Status Report 2002-2004, UNEP/ARSCP;
30. UNEP Bali Strategic Plan for Technology Support and Capacity-building, December 2004;
31. United Nations Environment Programme Medium-term Strategy 2010–2013, Environment for Development.
32. Marrakech Task Force „Cooperation with Africa“, „Best Practice in African Countries“, Final Report, Weimar, May 2007;
33. Invitation for the Train the Trainers Workshop on Sustainable Public Procurement (SPP), Johannesburg, June 2008

Annex 3: List of Interviewees:

<p>1. Ms Jane B. Nyakang'o</p>	<p>Kenya</p>	<p>ARSCP Secretary Kenya National Cleaner Production Centre P.O. Box 1360-00200 City Square, Nairobi Tel: +254 20 604 870 Fax: +254 20 604 871 Email: jnyakang'o@cpkenya.org</p>
<p>2. Mr Michael Kuhndt</p>	<p>Germany</p>	<p>Head of the CSCP UNEP/Wuppertal Institute Collaborating Centre on Sustainable Consumption and Production (CSCP) Hagenauer Str. 30, D-42107 Wuppertal Tel: +49 20 2459 5820 Fax: +49 20 2459 5830 Email: michael.kuhndt@scp-centre.org</p>
<p>3. Mr Desta Mebratu</p>	<p>UNEP-DTIE</p>	<p>Head Business and Industry Unit, SCP Branch Division of Technology, Industry and Economics United Nations Environment Programme 15 rue de Milan, 75441 Paris Cedex 09, France Tel: +33 1 4437 1988 Email: desta.mebratu@unep.org</p>

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<p>4. Mr Binelias Mndewa</p>	<p>Tanzania</p>	<p>Deputy Executive Director Cleaner Production Centre of Tanzania P.O. Box 105581, Dar es-Salaam Tel: +255 22 260 2338 Fax: +255 22 260 2339 Email: cpct@arscp.org ; bsmndewa@arscp.org</p>
<p>5. Prof Cleo L. C. Migiro</p>	<p>Tanzania</p>	<p>President ARSCP Secretariat P.O. Box 105581, Dar es-Salaam Tel: +255 22 260 2338 Fax: +255 22 260 2339 Email: secretariat@arscp.org</p>
<p>6. Mr Leonardo Candido Guiruta</p>	<p>Mozambique</p>	<p>Director Mozambique National Cleaner Production Center (MNCPC) Rua Valentim Siti402, Maputo Tel: +258 2141 7051 Fax: +258 2141 8728 Email: mncpc@tv cabo.co.mz</p>
<p>7. Dr Atwa Hussian Ahmed Atwa</p>	<p>Egypt</p>	<p>General Manager Environmental Efforts Tel: +20 122 377 550</p>

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		<p>Fax: +20 2362 5637</p> <p>Email: Dr_atwaatwa@yahoo.com</p>
8. Mrs Hanan El Hadary	Egypt	<p>Director</p> <p>Egypt National Cleaner Production Center</p> <p>26 A Sherif St., Emoubilia Building, Down Town</p> <p>Tel: +20 223 916 154</p> <p>Fax: +20 223 925 984</p> <p>Email: h_elhadary@link.net</p>
9. Ms. Adriana Zacarias Farah	UNEP/DTIE	<p>Programe Officer</p> <p>Tour Mirabeau, 39-143</p> <p>Tel: 33 1 44371424</p> <p>Email: adriana.zacarias@unep.fr</p>
10. Mr. Cristian Loewe	Germany	<p>Federal Environment Agency</p> <p>Tel: 00 49 3402103</p> <p>Email: Cristian.loewe@uba.de</p>
11. Fissiha Tessema	Germany	<p>Fissiha.tessema@cpc-.org</p>
12. Mr. Obiang Pierre Martian	Gabon	<p>Minister Forest Economy, Water and Environment</p> <p>Tel: 0024106074268</p> <p>Email: mathcopy@yahoo.fr</p>
13. Dr. John Afrari Idan	Ghana	<p>Sanitation Engineer/Chief executive officer</p> <p>Biogas Technologies West Africa Ltd.</p>

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14. Mr. Philip Acquah	Ghana	<p>Deputy Director, EPA, Accra</p> <p>Tel: 0 233 21 664697</p> <p>Email: pacquah@yahoo.com; pacquah@epaghana.org</p>
15. Prof. Toolseram Ramjeawon	Mauritius	<p>Special Advisor</p> <p>Mnistry of Environment & University of Mauritius</p> <p>Tel: 00 230 4541041</p> <p>Email: ramjawon@uom.ac.mu</p>
16. Ms. Cristina Battaglini	Mozambique	<p>Programme Officer (UNV)</p> <p>Mazambique national Cleaner Production center</p> <p>Tel: 00 258 21417051</p> <p>Email: mncpc@tvcabo.co.mznc</p>
17. Mr. Mano Ram Reddi	South Africa	<p>Project manager, NCPC</p> <p>Tel: 00 27 12 841 3754</p> <p>Email: mramreddi@bcpc.co.za; mramreddi@csir.co.za</p>
18. Ms. Tebatso Matala	South Africa	<p>Deputy Director, Cleaner Production</p> <p>Department for Environmental Affairs & Tourism</p> <p>Tel: 00 27 12 3103385</p> <p>Email: amigunb@chemeng.ac.za</p>
19. Mr. Sylvester Mokoena	South Africa	<p>Assistant Director, Department of Environment Affairs & Tourism</p>

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20. Mr. Belgacem Hanchi	Tunisia	<p>General Director, CITET</p> <p>Tel: 0 216 71 206632</p> <p>Email: dg@citet.nat.tu</p>
21. Ms. Edgar Mugisha	Uganda	<p>Technical officer</p> <p>Uganda Cleaner production centre</p> <p>Tel: 00 256 41 28798 / 287958</p> <p>Email: edgarmugisha@ucpc.co.ug / edgarmugashi@yahoo.com</p>
22. Dr. Yakobo Moyini	Uganda	<p>Evaluator</p> <p>Tel: 00 256 75 2 842400</p> <p>Email: yakobomoyini@yahoo.com</p>
23. Mr. Morris Chidavaenzi	Zimbabwe	<p>Director,</p> <p>Cleaner Production Centre</p> <p>Tel: 00 263 4 860 32133</p> <p>Email: mtchidavaenzi@hotmail.com</p>
24. Mr. Fantu ShewaAmara	Ethiopia	<p>Deputy Director,</p> <p>Pollution prevention and control department</p> <p>Tel: 00 251 11 6463841</p> <p>Email: aeepbnd@ethonet.et</p>
25. Mr. Mohamed Ali	Ethiopia	<p>Head, Environmental Pollution Prevention and Control department</p>

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		Tel: 00 251 11 646 4882 Email: epa-eed@ethonet.ee
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Annex 4: Evaluation method and questionnaire

The UNEP project “Supporting the African 10 Year Framework Programme” was implemented from 2007 to mid 2009. This project still continues. It was the follow-up of the earlier UNEP project “Institutionalizing the African Roundtable on Sustainable Consumption and Production” which came to end by 2007.

The expected outputs of this project that is now being evaluated were:

- 3-5 national and city-wide action plans on SCP developed: These plans were developed for the countries of Mauritius and Tanzania and for the cities of Maputo, Mozambique and Cairo, Egypt;
- Technical support provided to at least two countries on the establishment of NCPCs by utilizing existing capacities in other NCPCs;
- Two pilot projects on selected areas of priorities under the 10YFP developed and implemented;
- Compendium of best practices in selected areas of priorities under the framework programme prepared and published for wider use: Report on “Best Practice in African Countries”;
- Regional capacity building training programmes are organized in which more than 40 participants will be trained;
- The fifth African Roundtable on SCP organized (The fifth ARSCP was organized in Johannesburg);
- The strategy for developing an African Eco-labelling programme shall be developed and training will be conducted at the regional level;
- A discussion paper that focuses on identifying the existing leapfrogging opportunities for Africa towards SCP produced.

These outputs would be realized through the following activities:

- Support will be provided by the German Taskforce on Cooperation with Africa and the Regional Steering Committee for the development and implementation of the African 10YFP;
- Selection of the pilot countries and/or cities will be done on the basis of the demonstrated commitment for the development of the 10YFP at the specific level;
- The key priority areas for the development of a pilot project and the preparation of best practices will be selected and methodology will be developed through an active consultation with the ARSCP and other regional partners;
- Existing institutional and technical capacities within the region will be identified and utilized in implementing the activities under this component;
- Active partnership with the Marrakech Taskforce shall be promoted through the German Taskforce on Cooperation with Africa;
- Cooperation with other partner agencies and institutions that are working in a related areas will be promoted.

The main objective of this evaluation is to identify whether and how the above outputs and activities have been developed and implemented. How did this project contribute to the promotion of sustainable consumption and production in the region?

The results of the evaluation will be used to streamline and prioritise the activities during the follow-up project.

Your input is highly appreciated and will contribute to make the future activities a success.

Evaluation method:

The evaluation methods consisted of:

1. Visit to UNEP ROA in Nairobi with meetings with the project officer, UNEP Evaluation Unit and the Fund Management Unit. These interviews provided first and general information on the evaluation requirements, approach and expected results, collection of most of the relevant documents and materials for the evaluation including a contacts list;
2. Preparation of a questionnaire (next section) that was sent to the interviewees. Several interviewees were contacted by telephone to increase the number of responses;
3. Telephone interviews with Fisseha Tessema and short calls with Desta Mebratu (project officer during the implementation period of the project) and Ulf Jaeckel.

Evaluation questionnaire

(Rating: 1= Fully agree/very much; 2=agree/much; 3=neutral; 4= do not agree/only little; 5= do not agree at all/ not at all).

Evaluation questionnaire UNEP project: Supporting the African 10 Year Framework Programme on SCP		
Questions:	Answer: (Rate 1 to 5)	Comments
1. How did the above project contribute to developing and enhancing SCP programmes and activities in your country?	Rate:	
1.1. Through information exchange? Please clarify which information exchange activities.	Rate:	
1.2. Through training? Please clarify which training activities.	Rate:	
1.3. Through information materials and documents? Please specify which materials you used	Rate:	
1.4. Through internet information exchange?	Rate:	
2. How did the Project facilitate or contribute to the development and/or operation of Cleaner Production Centres in your country? If so, please explain how.	Rate:	
3. How does the project contribute to develop and extend linkages with other international fora in the field of Sustainable Consumption and Production? Please explain how.	Rate:	
4. How did the ARSCP-5 meeting contribute to strengthening your SCP activities?	Rate:	
5. Did you organize or participate in a national roundtable on SCP? Was this meeting useful in relation to your SCP activities? And in what ways?	Yes/No Rate 1-5	

6. Do you use the ARSCP website for your SCP activities? And if yes, how useful has this website been?	Yes/no Rate 1-5	
7. Did the project results have any effect on the SCP policy in your country? And how did it affect these activities?	Yes/no	
8. What do you consider as the main problems and constraints in further developing SCP in your country? How could these problems best be overcome? How should/could UNEP assist in overcoming these problems?		
9. Does your country have an environmental or industrial development policy that promotes SCP?		
10. How effective is environmental inspection and control in your country? Does it promote the use of SCP approaches in industry?	Rate:	
11. Please provide comments on how SCP could be effectively promoted in your country.		
12. Which other resources and networks (UNIDO, donor organizations; specific countries etc.) do you use in enhancing your SCP activities? Did the project contribute to strengthening the relations with such other organizations and networks?		

Results and effects of specific project activities		
13. How effective has the African Ecolabelling activity been in developing and/or promoting ecolabelling in your country?	Rate:	
13.1. Did you use the results of the Ecolabelling activity in your own programme and activities? Please comment	Rate:	
13.2. Has any legislation been prepared and/or developed to implement the African Ecolabel in your country?	Yes/No	
14. Is the industry in your country interested to adopt the African ecolabel? Please explain.		
15. How effective was the Best Practices Report on developing your SCP activities? How did you make use of this report? Have you been consulted during the preparation stage?	Rate:	
16. How useful were the national reports (Tanzania and Mauritius) on Sustainable Consumption and Production in developing your own SCP activities? Please comment.	Rate:	
17. How useful were the city reports for Maputo and Cairo on Sustainable Consumption and Production (for developing you own activities in the field of SCP? Please comment.	Rate:	
18. How useful was the Leapfrogging report for developing SCP and/or industrial development activities in your country? Please explain how it was effective.	Rate:	
19. Have the results of the Leapfrogging report been used at national level? Did it result in any legal or institutional changes or other initiatives in your country?		

Development of SCP activities in your country		
19. How would you rate the current status of the Cleaner Production Centre in your country? Should be only for those with NCPCs	Rate:	Comments:
20. Has your industry a real interest in Cleaner Production? How many assignments do you get from industry per year?	Rate:	Comments:
21. How is the turnover of your NCPC divided among the following clients: <ul style="list-style-type: none"> • Industry in your country? • National government? • UNEP • UNIDO • Other international donor organizations? Which? • Other countries? If so, which? • Other sources of funding. 	(In percentages)	Explanation:
20. What have been the main activities of your NCPC during the last two years? (only for countries with NCPCs) <ul style="list-style-type: none"> • CP assessments in companies; • Training in environmental management and CP? • Information dissemination in your country? • Participation in international projects and activities? • Others? Please specify. 	Please number from 1 to 5	Explanation:
Final questions:		
22. What are the three key contributions that the Project made to effectively promote SCP in your country?		
23. What are your main needs and recommendations to promote and strengthen SCP in your country?		

ANNEX 6: Brief CV of the Evaluator

Surname	Schelleman
Name	Ferd
Date of birth	21 March 1951
Experience	32 years
Nationality	Dutch
Civil status	Married

Specific experience	<ul style="list-style-type: none">• Extensive experience as a Team leader in different international projects funded by EU and EVD (Dutch funding organisation).• Extensive experience in preparing and managing small and large projects (including at the international level) particularly in the field of environmental policy development and implementation, the development and introduction of environmental management systems, especially in the field of waste management;• Prepare, organise and conduct training in the fields of project cycle management, project management, feasibility and affordability assessments and monitoring and evaluation of project implementation, environmental and waste management;• Many years of experience as a consultant in policy, programme and project development particularly at the international (EU) and national level, also at the regional level for provinces and municipalities, primarily in the waste management sector;• Wide experience in and knowledge of EU legislation and its impacts on policy and legal and institutional development in Central European countries with practical experience in Poland, Romania, Turkey, Hungary, Romania, Croatia and Estonia.
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Educational background

1989	Business Administration, Institute for Business Administration and Economics (HEAO), The Hague
1986	Radiation Expert Level C (Radiation Safety Course), Technical University of Delft
1975	Mechanical Engineering, TU Eindhoven
2007	Summer course on Environmental Law, University of Amsterdam

Language skills (1 = excellent; 5 = basic)

	Speaking	Reading	Writing
Dutch	Mother tongue		
English	1	1	1
German	2	2	2
French	1	1	2

Working experience

1998 – to date Grontmij Nederland BV, Division Infrastructure & Environment; Department Water & Energy

De Bilt, Senior Environment Management Consultant

Projects/activities:

- Team leader for the EU MEDA project "Technical Assistance for Strengthening the Institutional Capacity in the field of Chemicals", Ankara, Turkey, for the Ministry of Environment and Forestry. This project included a full market survey of chemicals in the Turkish market, an extensive training programme with two study tours and development of legislation transposing the EU Directives;
- Project leader for the project "Development of the National Waste Management Plan for Bulgaria", which included developing management systems for specific waste streams (Construction & Demolition Wastes; Biodegradable Wastes) and implementation of a pilot project aimed at setting up a regional, municipal cooperation in the field of waste management (regional waste management system; joint operation of landfill and waste collection system; tariff setting; articles of association; performance contract for waste management company; calculation model for waste charges; regional waste management system);
- Project Leader for the "Collection and Recycling System for used portable batteries and accumulators" project, commissioned by the Agency for Sustainable Development and Innovation (Senter); legal and institutional assessment, preparation and organisation of a training program on legal and technical requirements; setting up an Association of Importers and Producers of Batteries which will be responsible for setting up a recycling and collection system, with a cost assessment;
- Trainer on Feasibility Analysis in the IPA/Environment training for environmental policy staff from new EU Member States and Accession Countries;
- Institutional and legal expert for the EU project "Development of a regional Water Supply System" in Karlovac County, Croatia. Preparation of a performance contract and articles of association for the new, regional water company, to be owned and managed jointly by the participating municipalities;
- Project leader of the Legal and Institutional Assessment Team for the "Adoption of the IPPC Directive" project in Turkey, commissioned by Senter; conducted a training needs assessment together with a legal and institutional assessment;
- Institutional expert for the EIB funded project "Environmental Master Plan and Investment Strategy for the Sea of Marmara", Turkey. Delivery of training on Project Cycle management and PRAG; preparation of FIDIC tender documents for the Gemlik WWTP project, development of a Solid Waste Master Plan for this region;
- Project Leader in the "Development of Regional (Voivodship) Waste Management Plans" project in Poland, commissioned by Senter;
- Project Leader of the EU Phare project "Assistance in the implementation of Phare 2001 - Environment", Romania. Organisation and delivery of Project Cycle Management training for MoEW staff; monitoring and evaluation of three EC Phare

projects.

- Project Leader of two EC/DISAE “Development of Implementation Programmes for Approximation of EU Environment Legislation” studies in connection with the accession of Romania and Estonia to the EU. Development of long-term strategy and planning regarding the environmental approximation program for these countries.
- Project leader for the INES Mainport IMX project aimed at identifying more efficient waste management methods for the EBB companies in the Europoort area in cooperation with the Environmental Protection Agency (DCMR).
- Project Leader for the development of a climate policy plan for the Municipality of Coevorden.
- Project Leader for the development of residual heat projects for the SPIRIT programme, commissioned by NOVEM.

1992 – 1998

- Senior Consultant, Institute of Applied Environmental Economics (TME), The Hague..
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- Senior Consultant, Institute of Applied Environmental Economics (TME), The Hague.
 - Development and application of manuals for waste prevention and environmental management in various branches of industry (garages, graphics, wood and furniture and pesticides) and service provision offices).
 - Evaluation of the *Schoner Produceren* [Cleaner Manufacturing] programme of the province of North Holland. Preparing recommendations for establishing a Prevention Team for the province.
 - Preparing and performing evaluation studies commissioned by the United Nations Environmental Programme (UNEP) Industry and Environment Programme:
 - Greenhouse Gas Emission Reduction project (GEF-project, Nairobi);
 - International Environmental Technology Centre (IETC) in Osaka.
 - Development and performance of the EC study “Ecological Transition of the Chemical Industry” commissioned by the EC/DG XII, Forward Studies Unit.
 - Developing, coordinating and performing the EC “Training and Education in Integral Environmental Management” project, commissioned by the EC/DG XI LIFE Programme.
 - Project Leader for the “Biotechnology for Cleaner production” EU study commissioned by the Environment Directorate-General of the European Commission.
 - Project management of the study “Towards Sustainable Agri-Food Chains”, commissioned by the European Partners for the Environment, Brussels.

- 1986 – 1992 Environmental Technology Project Leader at the Directorate-General for Industry and Regional Policy of the Ministry of Economic Affairs, The Hague
- Managing an Environmental Technology Group at the Directorate-General for Industry and Regional Policy of the Ministry of Economic Affairs.
 - Preparation and organisation of a Waste Incineration Consultation and Advisory Group with major companies and researchers, trade associations and the authorities.
 - Preparation, organisation and management of a number of projects and training activities in the field of waste prevention (ECO-DESIGN), EurekaPrepare and environmental technology (soil decontamination, wastewater purification/sludge treatment).
 - Initiating and supervising feasibility studies into various environmental technology areas (soil decontamination, wastewater purification/sludge treatment, hydrocarbon emissions reduction).
- 1985 – 1986 Head of the General and Financial Affairs Department of the Ministry of Spatial Planning Housing and the Environment (VROM), Radiation Protection Department, The Hague
- Responsible for the financial affairs and human resources of the Radiation Protection Department, participation in the management team of the management board.
 - Supervision of the development and implementation of an automated system for permit regulations and awarding permits for which the department was responsible.
 - Development and introduction of a new management system for so-called “self-management” within the department of financial affairs and human resources.
- 1979 – 1985 Policy Officer at the Directorate-General of Energy of the Ministry of Economic Affairs, The Hague
- Development and management of national research programmes in the field of sustainable energy sources (solar, wind, earth energy, biomass and waste).
 - Assessment of the technical/economic feasibility of various alternatives particularly for solar and wind energy.
- 1975 – 1978 Morocco:
- Head of the Mechanics Workshop of the University of Rabat, *Faculte de Sciences*, in Rabat, commissioned by the United Nations Development Programme (UNDP).

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- Publications**
- “Multicriteria Decision Analysis to aid budget allocation”, IIASA, Laxenburg, Austria, 1983.
 - *Tweede advies van de Raad voor het Energie Onderzoek (REO)* [Second opinion for the Council for Energy Research (REO)], The Hague, 1985.
 - *Mogelijkheden voor de benutting van Windenergie in Nederland* [Possibilities for the utilisation of wind energy in the Netherlands] Arnhem, 1985.
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- *Het Stimuleringsprogramma Milieutechnologie* [The Environmental Technology Incentives Programme] Ministry of Economic Affairs, The Hague, 1991.
 - *Milieutechnologie in Nederland* [Environmental Technology in the Netherlands] The Hague, 1991.
 - *Technologie en Milieu: Investeren in de toekomst* [Technology and the Environment, investing in tomorrow] The Hague, 1991.
 - PREPARE: Eureka/EuroEnviron working party on pollution prevention and Environmental Management, Den Haag, 1992.
 - *Kleding en Milieu: Mogelijkheden voor innovaties* [Clothing and the Environment: Possibilities for innovation] Berkel van R., Schelleman F.J.M., Tijdschrift voor Milieukunde, 1993.
 - “Waste Management: Clean Technologies - Update on Situation in EU Member States, EC report”, June 1994.
 - “Long-term Environmental Planning and the Use of Integrated Environmental Technology: The Dutch Experience”, Crul M. and Schelleman F.J.M., TAB Bonn, January 1995.
 - “Towards Sustainable Agri-Food Chains”, Schelleman F.J.M. (editor), European Partners for the Environment, Brussels, December 1996.
 - “Operational Indicators for Progress towards Sustainability”, Schelleman F.J.M., Heijnes H., Krozer J. c.s., European Commission, DG XII, project EV5V-CT94-0374, The Hague, September 1996.
 - *Milieu-Emissies: Kiezen voor Winst, Marktbewerking in het milieubeleid, de Economische voordelen van een systeem van Verhandelbare Emissierechten*, [Environmental Emissions: Choosing for Profit: Market scan of environmental policy, the economic advantages of a system of emission rights trading] , Heijnes H., Prof. Nentjes A., Schelleman F.J.M., Jantzen J., IPO, The Hague, May 1997.
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