Validated Terminal Review of the UNEP-GEF Project

'Developing capacities of Togolese stakeholders to set up and run a national information system for climate transparency'

(GEF ID 10026)

2020 – 2024

UNEP Climate Change Division

Validation date: November 2024

This report has been prepared by an external consultant as part of a Terminal Review, which is a management-led process to assess performance at the project's operational completion. The UNEP Evaluation Office provides templates and tools to support the review process and provides a formal assessment of the quality of the Review report, which is provided within this report's annexed material. In addition, the Evaluation Office formally validates the report by ensuring that the performance judgments made are consistent with evidence presented in the Review report and in-line with the performance standards set out for independent evaluations. As such the project performance ratings presented in the Review report may be adjusted by the Evaluation Office. The findings and conclusions expressed herein do not necessarily reflect the views of Member States or the UN Environment Programme Senior Management.

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Togo Climate Transparency Framework
GEF ID: 10026
10/24

ACKNOWLEDGEMENTS

This Terminal Review was prepared for UNEP Climate Change Division by Vincent LEFEBVRE.

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

The reviewer team would like to thank the project team and in particular Mr Moussa Samarou for his contribution and collaboration throughout the review process. The evaluator(s) would also like to thank all the focal points for their time in discussing both the constraints and achievements of this project

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

BRIEF EXTERNAL CONSULTANT(S) BIOGRAPHY

With over 20 years of experience in environmental and biodiversity fields, Vincent LEFEBVRE has developed extensive expertise in the evaluation of climate change policies, biodiversity conservation, and sustainable development projects. His work includes over 15 years of involvement in climate change initiatives, particularly within the UNFCCC frameworks, focusing on the development and assessment of National Adaptation Plans (NAPs), Paris Agreement transparency frameworks, and the implementation of climate mitigation strategies. He has contributed to the advancement of climate change Monitoring, Reporting, and Verification (MRV) systems, including greenhouse gas (GHG) inventories, projections, and climate action data analysis.

His career has taken him across multiple regions, including Africa, Latin America, and the Pacific, where he has worked on capacity-building interventions to strengthen institutional frameworks for climate policy and transparency reporting. Through evaluations for organizations such as the UNDP, European Union, and GEF, he has provided assessments of GHG emissions, mitigation actions, and national compliance with international climate commitments.

In addition to his evaluation work, he has been involved in capacity-building projects aimed at supporting national institutions in climate resilience and environmental governance, particularly in the context of the Paris Agreement's enhanced transparency framework. His experience in global climate policy and institutional capacity building has positioned him as a key contributor to climate action and environmental sustainability efforts.

Review consultant
Vincent Lefebvre

ABOUT THE REVIEW

Joint Review: No

Report Language(s): English.

Review Type: Terminal Review

Brief Description: This report is a management-led Terminal Review of a UNEP/GEF project implemented between 2020 and 2024. The project's overall goal was to develop capacities of Togolese stakeholders to set up and run a national information system for climate transparency. The review sought to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The review has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, the GEF and the relevant agencies of the project participating country.

Key words: Climate change, MRV, Capacity Development, Togo, Climate Reporting, CBIT, GHG Inventory, NDC Tracking, National Adaptation Planning, Focal Points.

Source(s) of Funding by Country: GEF funding and co-financing from the government of Togo (Ministry of Economy and Finance, ANGE).

Source(s) of Funding by Institution Type:

Foundation/NGO	No
Private Sector	No
UN Body	No
Multilateral Fund	No
Environment Fund	Yes

Primary data collection period: 1st of May 2024 – 20th of July 2024

Field mission dates: 30th of June 2024 – 5th of July 2024

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LIST OF ACRONYMS

AfDB	African Development Bank
AFOLU	*Agriculture, Forêts et Autres Terres* - Agriculture, Forestry, and Other Land Use
ANGE	*Agence Nationale pour la Gestion de l'Environnement* - National Environmental Management Agency
API	Application Programming Interface
AQ/CQ	*Assurance Qualité / Contrôle Qualité* - Quality Assurance / Quality Control
BUR	Biennial Update Report
CBIT	Capacity-Building Initiative for Transparency
CCNUCC	*Convention Cadre des Nations Unies sur les Changements Climatiques* - United Nations Framework Convention on Climate Change
CGBD	*Cellule de Gestion de la Base de Données* - Database Management Unit
CIMS	Climate Information Management System
CNCC	*Comité National Changement Climatique* - National Climate Change Committee
COPIL	*Comité de Pilotage* - Steering Committee
CSO	Civil Society Organization
DE	*Direction de l'Environnement* – Environment Directorate
DESI	*Direction des Études, Planification et Systèmes d'Information* - Directorate of Studies, Planning, and Information Systems
DGA	*Direction Générale de l'Agriculture* - General Directorate of Agriculture
FGD	Focus Group Discussion
DRF	*Direction des Ressources Forestières* - Forestry Resource Directorate
ECOWAS	Economic Community of West African States
ETF	Enhanced Transparency Framework
FAO	Food and Agriculture Organization
GEF	Global Environment Facility
GES	*Gaz à Effet de Serre* - Greenhouse Gas
GHG	Greenhouse Gas
HYPR	Half-Yearly Progress Report
ICAT	*Initiative for Climate Action Transparency*
IPCC	Intergovernmental Panel on Climate Change
IPPU	Industrial Processes and Product Use
ITRA	*Institut Togolais de Recherche Agronomique* - Togolese Institute of Agronomic Research
MAEDR	*Ministère de l'Agriculture, de l'Élevage et du Développement Rural* - Ministry of Agriculture, Livestock, and Rural Development
MASPFA	*Ministère de l'Action Sociale, de la Promotion de la Femme et de l'Alphabétisation* - Ministry of Social Action, the Promotion of Women, and Literacy
MERF	*Ministère de l'Environnement et des Ressources Forestières* - Ministry of Environment and Forestry Resources
MRV	Measurement, Reporting, and Verification
NDC	Nationally Determined Contribution
MTS	Medium-Term Strategy
ODEF	*Office de Développement et d'Exploitation des Forêts* - Forestry Development and Exploitation Office
PCU	Project Coordination Unit
PIR	Project Implementation Report
PMU	Project Management Unit
PoW	Programme of Work

ProDoc	Project Document
PSC	Project Steering Committee
QA	Quality Assurance
QC	Quality Control
SDG	Sustainable Development Goals
ToC	Theory of Change
ToR	Terms of Reference
TR	Terminal Review
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change

PROJECT IDENTIFICATION TABLE

<table>
<tr><td>GEF Project ID/SMA ID[1]:</td><td>GEF ID 10026</td><td>SMA ID 38685</td><td></td></tr>
<tr><td>Implementing Agency (UNEP Division/Branch/Unit):</td><td>Industry and Economy Division / Energy and Climate Branch / Climate Change Mitigation Unit[2]</td><td>Executing Agency:</td><td>National Environmental Management Agency (ANGE)</td></tr>
<tr><td>Sources of Funding (Co-finance):</td><td colspan="2">Country[3](ies): Togo</td><td>Institution[4] Name/Type: Ministry of Economy and Finance / ANGE (government institution)</td></tr>
<tr><td>Relevant SDG(s):</td><td colspan="3">SDG-13. Take urgent action to combat climate change and its impacts</td></tr>
<tr><td>MTS (at approval):</td><td>MTS 2018-2021</td><td>UNEP approval date:</td><td>7 July 2020</td></tr>
<tr><td rowspan="2">POW Direct Outcome(s) number/reference (applicable for projects approved from 2022):</td><td>POW Direct Outcome: 1.3 Transparency and accountability of government and non-government climate action, including from the private sector and finance community is strengthened</td><td rowspan="2">MTS 2025 Outcome(s) number/reference (applicable for projects approved from 2022):

OR

POW Expected Accomplishment(s) number/reference (applicable for projects approved pre-2022):</td><td>MTS 2025 Outcome: 1C - State and non-state actors adopt the enhanced transparency framework arrangements under the Paris Agreement</td></tr>
<tr><td>POW Output: n/a</td><td>POW Expected Accomplishment: (b) Countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies</td></tr>
<tr><td>Sub-programme:</td><td>Climate action (UNEP 2022-2025 MTS)</td><td>Programme Coordination Project:</td><td>Transparency PCP</td></tr>
<tr><td>UNEP approval date:</td><td>7 July 2020</td><td>GEF approval date:</td><td>31 March 2020</td></tr>
<tr><td>GEF Operational Programme #:</td><td>GEF-6</td><td>GEF Strategic Priority:</td><td>CBIT</td></tr>
<tr><td>Project type:</td><td>Medium-Size</td><td>Focal Area(s):</td><td>Climate Change Mitigation</td></tr>
<tr><td>Expected start date:</td><td>13 July 2020</td><td>Actual start date:</td><td>5 March 2021</td></tr>
<tr><td>Planned completion date:</td><td>31 October 2023</td><td>Actual operational completion date:</td><td>31 March 2024</td></tr>
<tr><td>Planned total project budget at approval:</td><td>US$ 1,310,267</td><td>Actual total expenditures reported as of 31 August 2024:</td><td>US$ 1,277,274[5]</td></tr>
</table>

[1] SMA refers to the ID provided by the Integrated Planning, Management and Reporting Solution (IPMR) system, which was introduced by UNEP in July 2023.
[2] Since February 2024, now under the Climate Change Division / Mitigation Branch / GEF Climate Mitigation Unit
[3] Where applicable, list countries who have provided project funds and/or co-finance.
[4] Indicate where funding institutions are any/all of the following: Foundation/NGO; Private Sector; UN Body; Multilateral Fund; Environment Fund.
[5] Includes both GEF grant and co-finance.

GEF grant allocation:	US$ 1,010,267	GEF grant expenditures reported as of 31 August 2024:	US$ 967,274
Expected Medium-Size Project/Full-Size Project co-financing:	In-kind: US$ 300,000	Secured Medium-Size Project/Full-Size Project co-financing:	In-kind: US$ 310,000
No. of formal project revisions:	2	Date of last approved project revision:	24 May 2023
No. of Steering Committee meetings:	4	Date of Last Steering Committee meeting:	8 March 2024
Mid-term Review *(planned date):*	n/a	Mid-term Review (actual date):	n/a
Terminal Review *(planned date):*	30 September 2024	Terminal Review (actual date):	31 October 2024
Coverage - Country(ies):	Togo	Coverage - Region(s):	West Africa
Dates of previous project phases:	n/a	Status of future project phases:	n/a yet

Table 1 Project Identification Table

EXECUTIVE SUMMARY

Project background

1. The Togo Climate Transparency Framework project was formulated to address gaps in the country's capacity to meet international climate transparency requirements under the Paris Agreement. These gaps included limited institutional coordination, inadequate data collection systems, and insufficient technical expertise to track and report on greenhouse gas (GHG) emissions and climate actions effectively. Priority sectors included energy, transport, agriculture, forestry and waste management that are high GHG emitters.
2. The project aimed to resolve these issues by building a national climate information management system, enhancing institutional frameworks, and training key stakeholders to improve data collection, monitoring, and reporting processes. Its ultimate goal was to enable Togo to report climate data in compliance with the Enhanced Transparency Framework (ETF) of the Paris Agreement.
3. The project, initially planned to run from July 2020 to October 2023, was extended by five months due to delays caused by the COVID-19 pandemic, and challenges in staffing key positions and procurement. The revised completion date was set for 31 March 2024.

This Review

4. The Terminal Review (TR) was conducted at the operational closure of the CBIT project, following UNEP's Evaluation Policy. Its purpose was twofold: to assess the project's performance in terms of relevance, effectiveness, and sustainability and to extract lessons that could shape future climate transparency initiatives.
5. The review process included structured interviews with core stakeholders, focus group discussions (FGDs), and a thorough desk review of project documents. Evaluation criteria encompassed strategic relevance, quality of project design, nature of external content, effectiveness, financial management, efficiency, monitoring and reporting, and sustainability. The lack of a Mid-Term Review was noted due to the medium size of the project. Despite logistical challenges such as limited access to some external stakeholders, triangulation of various data sources ensured a comprehensive Review.

Key findings

6. In terms of relevance, the project presented strong alignment with both global and national climate goals, matched the objectives of the Paris Agreement's Enhanced Transparency Framework (ETF) and supported Togo's efforts to meet its Nationally Determined Contributions (NDCs) by establishing a robust Measurement, Reporting, and Verification (MRV) system.
7. The project was highly relevant to UNEP's Medium-Term Strategy (MTS) 2018-2021 and 2022-2025, specifically contributing to the Climate Action sub-programme and its focus on climate transparency. It also aligned with GEF's Capacity-Building Initiative for Transparency (CBIT), supporting the capacity of national institutions to manage climate data effectively. At the national level, the project contributed to Togo's climate governance by addressing gaps in institutional arrangements and data management across key sectors such as energy, transport, and waste.
8. In terms of efficiency and despite initial delays caused by the COVID-19 pandemic, the project efficiently utilized available resources to maintain progress, although challenges in managing the project timeline remained. The pandemic affected activities

that required in-person interaction, leading to a five-month extension. While the Project Management Unit (PMU) was delayed in being set up, and there were issues with recruiting the National Technical Coordinator (NTC), the project maintained a satisfactory financial management structure. Quarterly financial reports and budget revisions ensured transparency and timely cash flow.

9. However, certain technical delays impacted efficiency, particularly in the procurement of MRV equipment and the installation of servers for the Climate Information Management System (CIMS). These challenges slowed the project's implementation but did not significantly undermine its capacity to achieve results.

10. The project successfully delivered several key outputs, though with varying degrees of effectiveness:

    - Output 1: Institutional and Legal Framework: the project established Memoranda of Understanding (MOUs) between ministries, creating formalized structures for data sharing and climate transparency. However, there were early challenges in inter-ministerial coordination, which were largely resolved by the project's final year. The focal points appointed in each sector were key to ensuring collaboration, but their effectiveness remains limited without formal incentives.
    - Output 2: Establishment of the Climate Information Management System (CIMS): the CIMS, designed to centralize climate-related data, faced technical issues during its rollout. Although the system was functional by March 2024, challenges persisted, particularly with data integration from sectors like forestry and waste. While Measurement, Reporting and Verification (MRV) focal points received training, many were slow to enter data into the system, limiting its operational effectiveness.
    - Output 3: Equipment Provision: the project distributed technical equipment such as computers and UPS devices, but technical malfunctions reduced their impact in some sectors.
    - Output 4: Capacity Building: the project provided extensive training workshops, reaching over 100 stakeholders by March 2024. Despite positive feedback, the practical application of training was hampered by insufficient post-training technical support. Ministries and sectoral actors struggled to integrate their new skills into everyday tasks, particularly in using the MRV system.
    - Output 5: System Testing and Functionality: the testing phase of the CIMS identified several technical challenges, including power outages and data input errors. While most issues were resolved, the system's functionality remained dependent on ongoing technical support that was not guaranteed beyond the project's closure.

11. The project's sustainability depends on several factors, including the institutionalization of climate data management processes and the ability to maintain the CIMS post-project. While the project succeeded in setting up critical components such as focal points and MOUs, these are still largely project-dependent structures, with limited national budget allocations for their continued operation. Furthermore, the lack of a formal long-term sustainability plan for the MRV system poses risks to its durability after the project ends.

Conclusions

12. The Togo Climate Transparency Framework project made significant strides in advancing climate transparency by establishing a foundational Measurement, Reporting, and Verification (MRV) system and enhancing the institutional capacity of government agencies. The project aligned well with both national and international climate goals, particularly the Paris Agreement's Enhanced Transparency Framework

(ETF), and contributed to strengthening Togo's ability to meet its Nationally Determined Contributions (NDCs).

13. However, several challenges persist that could hinder the project's long-term impact. Technical difficulties with the Climate Information Management System (CIMS), limited post-training support, and gaps in institutional coordination reduced the immediate effectiveness of the project's outputs. Furthermore, the lack of a formal sustainability plan and dependence on project-based structures raise concerns about the durability of the established systems after project closure.
14. In conclusion, while the project laid a solid foundation for improving Togo's climate transparency and reporting capabilities, additional efforts will be needed to ensure the long-term sustainability and full operationalization of the MRV system.

Lessons Learned

15. Lesson 1: Training sessions should be longer and sector-specific to maximize engagement
16. Lesson 2: Delays in key procurements severely impacted the timing of crucial activities
17. Lesson 3: Training should focus on real-life applications and follow-up support to enhance data integration capacity, preferably in real-life conditions (at ministries).
18. Lesson 4: Establishing sectoral teams of focal points can drive collaboration and sustained engagement post-project.
19. Lesson 5: Sector-specific training and data entry tools are crucial for successful climate data management.
20. Lesson 6: Post-project technical support is necessary to sustain momentum and ensure long-term success.
21. Lesson 7: Knowledge retention strategies are essential to counteract staff rotation in key climate data roles.
22. Lesson 8: Performance-based incentives for focal points can enhance long-term engagement in climate data management.
23. Lesson 9: Adapting Data Collection Tools Improves Integration into the MRV System.
24. Lesson 10: Encouraging Regional Collaboration Strengthens Climate Transparency and Reduces Costs.

Recommendations

25. Recommendation 1: Mainstream the MRV system into national legislation and consolidate sectoral MRV teams
26. Recommendation 2: Fully operationalize the MRV platform and improve accessibility based on stakeholder feedback
27. Recommendation 3: Identify key GHG-emitting categories as a first step towards developing sector-specific emission factors
28. Recommendation 4: Institutionalize GHG inventories and decentralize MRV data collection to regional and local levels
29. Recommendation 5: Provide continuous cybersecurity training and upgrade IT infrastructure

30. Recommendation 6: Mobilize climate funds and enhance stakeholder engagement for capacity building

Validation

The report has been subject to an independent validation exercise performed by UNEP's Evaluation Office. The performance ratings for the Togo Climate Transparency Framework project, set out in the Conclusions and Recommendations section, have been slightly adjusted as a result. The overall project performance is validated at the **'Satisfactory'** level. Moreover, the Evaluation Office has found the overall quality of the report to be **'Satisfactory'** (see Annex XIII).

I. INTRODUCTION

A. Institutional context

31. The Togo Climate Transparency Framework project was funded under the 6th Global Environment Facility (GEF) replenishment cycle. It is a medium-sized project under GEF's Capacity-Building Initiative for Transparency (CBIT) trust fund, aligning with GEF's Climate Change Focal Area.

32. The UNEP Medium-Term Strategy (MTS) sub-programme for this project is Climate Action, with the objective to assist state and non-state actors in adopting enhanced transparency framework arrangements under the Paris Agreement. The relevant Programme of Work (PoW) indicator for this project is "ii. Number of national, subnational, and private sector actors reporting under the enhanced transparency arrangements of the Paris Agreement with UNEP support".

33. The project was approved by the GEF CEO on 31 March 2020 and by UNEP on 13 July 2020, with a total GEF grant of USD 1,010,267 and in-kind co-financing of USD 300,000.

34. The project was initially planned for completion by 31 October 2023, but it received a 5-month extension due to delays caused by the COVID-19 pandemic and other factors, with the revised completion date being 31 March 2024.

35. The project aimed to strengthen the institutional arrangements and technical capacities in Togo to meet the requirements of the Paris Agreement, especially in terms of transparency. This involved the development of a comprehensive national information system for collecting, verifying, and reporting climate data. The project was also focusing on building capacities through training modules and workshops to improve data collection and reporting from sectors like energy, transport, industrial processes, agriculture, and waste.

36. Significant progress has been made in developing the online climate information system, including installing central servers and connecting necessary equipment. Capacity-building sessions have also been conducted, with more than 75 stakeholders trained in MRV (Measurement, Reporting, and Verification) and climate transparency.

37. The project was completed by March 2024 with the establishment of the national MRV framework and the operationalization of the climate information system.

B. Purpose of the Terminal Review

38. The Terminal Review (TR) of the Togo Climate Transparency Framework project is conducted in accordance with the UNEP Evaluation Policy and UNEP Programme Manual, taking place at the operational closure of the project. The main objective of this review is to assess the project's performance in terms of relevance, effectiveness, and efficiency, and to evaluate the outcomes and impacts achieved, as well as their potential sustainability. This review also aims to identify key lessons learned that can inform future project design and implementation, especially in the context of Togo's climate transparency efforts.

39. The TR has two primary purposes: first, to provide documented evidence of the project's results for accountability to donors and stakeholders, and second, to facilitate learning and knowledge-sharing among UNEP, the Government of Togo, and project partners. By analysing the factors that contributed to the project's success, the TR will offer insights that could shape future projects, including potential follow-up phases of the Togo Climate Transparency Framework.

40. To ensure a thorough review, the TR engaged a broad range of stakeholders, including beneficiaries, government agencies, and project partners, all of whom were directly involved in the project's execution and implementation. The review focussed on several key areas:

- Strategic relevance, especially the alignment of the project with Togo's national climate policy and the Paris Agreement's Enhanced Transparency Framework.
- Project design, which assesses how well the project was formulated to meet national and international climate objectives.
- External factors, such as the impact of the COVID-19 pandemic and other challenges that affected the project's execution.
- Effectiveness, evaluating whether the project achieved its intended objectives and how effectively the outputs contributed to the desired outcomes.
- Financial management, which looks at the use of resources, including the budget and co-financing contributions.
- Efficiency, determining whether resources were used effectively and activities were completed on time.
- Monitoring and reporting, ensuring that reporting followed UNEP's standards and requirements.
- Sustainability, focusing on the likelihood that the project outcome will be sustained in the long term, particularly in terms of institutional capacity and ongoing national ownership of project results.
- Cross-cutting issues, such as gender considerations and stakeholder engagement, which are vital to ensuring inclusive project implementation.

41. This TR represents the first and final comprehensive review of the project, as a Mid-Term Review (MTR) was not conducted. The project is a medium-sized intervention (mid-term reviews are not compulsory). The project's progress has been consistently monitored through Half-Yearly Progress Reports and Project Implementation Reviews (PIRs). These monitoring mechanisms provided ongoing oversight, ensuring that the project remained on track despite external challenges. Through this TR, UNEP and its partners aim to draw actionable lessons that will support the future planning and execution of similar projects in Togo and other developing countries.

C. Key Audience for the Terminal Review Findings

42. The main beneficiaries of the Terminal Review (TR) findings of the Togo Climate Transparency Framework project include several key stakeholders. The Global Environment Facility (GEF), as the project's primary funding partner, will use the findings to assess accountability and the impact of its financial support. Additionally, UNEP, serving as the Implementing Agency, will utilize the review to inform future project designs and operational improvements. The National Environmental Management Agency (ANGE), acting as the Executing Agency, will benefit from the lessons learned to enhance its capacity in managing climate-related initiatives. Other national stakeholders, such as government ministries, civil society organizations, and international partners, will also be crucial users of the review findings. The results will support their continued involvement in climate transparency efforts and strengthen collaboration in future climate initiatives.

II. REVIEW METHODS

A. UNEP's review model/approach

43. UNEP's Terminal Reviews (TRs) are guided by a structured approach to ensure comprehensive review of projects' performance. The review is designed to assess the relevance, efficiency, effectiveness, sustainability, and impacts of a project while drawing lessons for future interventions.

i) Definitions of review criteria

44. In line with the UNEP Evaluation Policy, the UNEP Programme Manual and the Guidelines for GEF Agencies in Conducting Terminal Evaluations, this TR has been carried out using a set of 9 commonly applied review criteria which include: (1) Strategic Relevance, (2) Quality of Project Design, (3) Nature of External Context, (4) Effectiveness (incl. availability of outputs; achievement of outcomes and likelihood of impact), (5) Financial Management, (6) Efficiency, (7) Monitoring and Reporting, (8) Sustainability and (9) Factors Affecting Project Performance and Cross-Cutting Issues (see Annex II: Review Framework/Matrix for more details on each review criterion).
45. Most review criteria are rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability and Likelihood of Impact are rated from Highly Likely (HL) down to Highly Unlikely (HU) and Nature of External Context is rated from Highly Favourable (HF) to Highly Unfavourable (HU). The ratings against each criterion are 'weighted' to derive the Overall Project Performance Rating. The greatest weight is placed on the achievement of outcomes, followed by dimensions of sustainability.

ii) Matrix of ratings levels for each criterion

46. The UNEP Evaluation Office has developed detailed descriptions of the main elements required to be demonstrated at each level (i.e. Highly Satisfactory to Highly Unsatisfactory) for each review criterion. The review team has considered all the evidence gathered during the review in relation to this matrix in order to generate review criteria performance ratings.

iii) Strategic questions

47. In addition to the 9 review criteria outlined above, the TR addresses a number of strategic questions that were formulated in the Terms of Reference. These questions were posed by members of the Project Team:

    Q1: Did the State and non-State actors participating in the project adopt the enhanced transparency framework arrangements under the Paris Agreement? If so, what are the key project elements that contributed to allowing them to do so? If not, what prevented them from doing so?

    Q2: Did the project contribute to strengthening / improving transparency mechanisms of national institutions for domestic and UN conventions reporting? If so, please explain how.

Q3: Did the State and non-State actors participating in the project adopt the new tools developed by the project? If so, what are the key project elements that contributed to allowing them to do so? If not, what prevented them from doing so?

Q4: What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance?

48. For projects funded by the GEF, findings from the review are to be uploaded in the GEF Portal. To support this process, review findings related to the 5 topics of interest to the GEF are summarised in Annex XI. The intended action/results on the 5 topics were described in the GEF CEO Endorsement and Approval documents. The 5 topics are: i) performance against GEF's Core Indicator Targets; ii) engagement of stakeholders; iii) gender-responsive measures and gender result areas; iv) implementation of management measures taken against the Safeguards Plan and v) challenges and outcomes regarding the project's completed Knowledge Management Approach.

B. Review Process

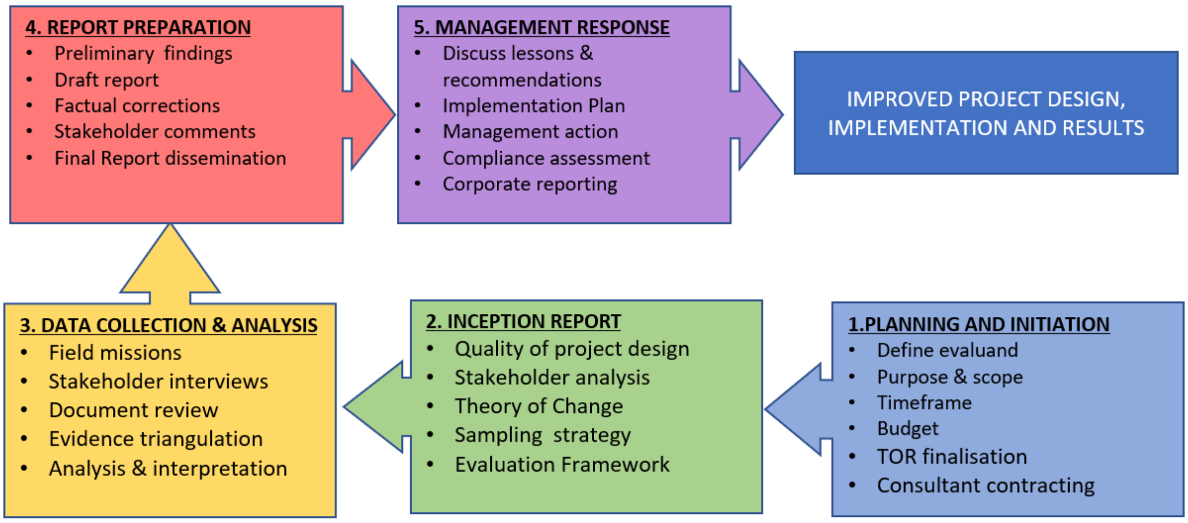
49. UNEP adopts a theory-based, utilization-focused, and participatory approach for conducting Terminal Reviews (TRs). This ensures a thorough and actionable review process.

50. A theory-based review examines the underlying project logic, known as the Theory of Change (ToC), to assess how activities led to intended outcomes. For the Togo Climate Transparency Framework, the focus was on strengthening institutional capacities within government ministries and key stakeholders to enhance climate transparency.

51. The utilization-focused approach aims to ensure that findings and recommendations are practical and immediately useful to key stakeholders, including UNEP, ANGE, and the Togolese government. The review sought to produce insights that could be applied to similar climate-related initiatives, supporting future decision-making and planning.

52. UNEP also emphasizes a participatory approach, engaging key stakeholders throughout the review process. This collaboration ensures that the review findings are well-grounded and that stakeholders, including government ministries, NGOs, and the private sector, have a sense of ownership over the final recommendations.

Figure 1: UNEP Review Process



C. Data Collection

53. The data collection strategy used both primary and secondary data sources, with a clear focus on engaging all relevant stakeholders.

a. Primary data sources

54. The sampling strategy targeted a range of stakeholders involved in or impacted by the project. These included:

- Direct beneficiaries: Project staff, government ministries, and NGOs involved in the project.
- Indirect beneficiaries: Private sector stakeholders and non-participating government bodies.
- External stakeholders: Other donors and non-participating institutions that may have been impacted or had an interest in climate transparency activities.

55. The sample size was selected to ensure representation across all sectors influenced by the project while balancing availability, logistical and time constraints.

i) Data collection tools

56. Interviews:

- Structured interviews were conducted with core stakeholders (project staff, government ministries, and implementing agencies), using detailed questionnaires to capture specific insights on project implementation and results.
- Open-oriented interviews were used with non-core stakeholders (external government bodies, non-participating donors, etc.) to allow for flexible discussions that could explore broader impacts of the project.

57. Focus Group Discussions (FGDs): several FGDs were conducted with stakeholders from a particular sector to discuss on the project's contributions to national climate transparency and capacity-building.

58. Throughout this review process and in the compilation of the Final Review Report, efforts have been made to represent the views of both mainstream and more marginalised groups. Data were collected with respect for ethics and human rights issues. All pictures were taken, and other information gathered after prior informed consent from people, all discussions remained anonymous and all information was collected according to relevant UNEG guidelines and UN standards of conduct.

ii) Actions taken to increase response

59. To maximize response rates, interviews and FGDs were scheduled with flexibility, allowing stakeholders to participate at convenient times. Virtual tools, such as video conferencing, were used to engage stakeholders who were unavailable for in-person meetings. Email reminders and follow-ups were also employed to ensure participation from key actors.

b. Secondary data sources

60. Secondary data were collected through an extensive desk review of project documents, including:

- Annual and semi-annual project reports.
- Project design documents and revisions.
- Financial statements and budget reports.
- Training materials and records.
- Documentation related to stakeholder engagement.

61. This review provided a comprehensive understanding of the project's progress, enabling cross-referencing of data from interviews and FGDs.

c. Limitations and mitigation strategy

62. Limitations

1. Stakeholder Availability: Access to some non-core stakeholders, particularly external government bodies and donors, was limited, which posed challenges in collecting a complete range of perspectives.
2. Absence of Baseline Data: The project lacked comprehensive baseline data for certain indicators, making it difficult to quantitatively measure improvements over time.

63. Mitigation Strategies

1. Enhanced Document Review: In light of limitations in reaching some stakeholders, the desk review was extended to provide a more detailed understanding of project progress, drawing on existing reports and official documents.
2. Open-Oriented Interviews: For non-core stakeholders, open-oriented interviews were used to collect broader insights, allowing flexibility in the discussions and mitigating the impact of limited availability of specific respondents.
3. Triangulation: Data from multiple sources (interviews, FGDs, and documents) were crosschecked to ensure that the findings were robust and supported by evidence from different perspectives.

D. Analysis

64. The analysis phase focused on triangulating data from primary and secondary sources to evaluate the project against UNEP's review criteria. This approach ensured that findings were well-supported by evidence from multiple perspectives.

65. Quantitative data, such as financial records and project outputs, were analysed to assess efficiency and financial management. Qualitative data, gathered from interviews and FGDs, were coded and organized thematically to identify key trends and insights. The analysis also drew on the reviewed Theory of Change, mapping project outputs to intended outcomes to assess the likelihood of sustained impacts.

66. The review conclusions were based on a combination of these methods, ensuring a balanced and robust assessment of the project's performance across all evaluation criteria.

III. THE PROJECT

A. Context

67. At the time of the CBIT project formulation, Togo had already committed to significant climate change mitigation efforts under international frameworks. The country's Nationally Determined Contribution (NDC) submitted to the UNFCCC aimed at reducing its greenhouse gas (GHG) emissions by over 30% below the Business-as-Usual (BAU) scenario by 2030. Togo's NDC identified key sectors such as energy, transport, agriculture, forestry, and waste management as critical for achieving these targets. The government recognized the need to strengthen institutional capacities, improve the accuracy and transparency of climate data, and enhance its ability to track progress against its climate commitments. In particular, the Enhanced Transparency Framework (ETF) requirements under the Paris Agreement called for comprehensive, reliable, and transparent mechanisms for the collection, storage, and reporting of climate-related data.

68. Togo's existing frameworks for climate data management – at the time -, particularly the GHG inventory system, were inadequate for meeting these enhanced requirements. While the country had developed its National Communications (NCs) under the UNFCCC and was preparing its Fourth National Communication (NC4), the capacity to collect, manage, and report on climate data across sectors remained weak. A key challenge was the lack of a centralized system to manage climate-related data, combined with the absence of formal mechanisms to coordinate efforts across different ministries and agencies involved in climate action.

69. The CBIT project was formulated in response to these challenges, with the primary objective of strengthening Togo's institutional arrangements and capacities to meet the Paris Agreement's ETF requirements. The project sought to establish a national climate information management system (CIMS) that would enable Togo to collect, document, store, and communicate climate transparency data across sectors in a centralized and coordinated manner. This system was expected to support more accurate and reliable tracking of GHG emissions and other climate-related data, providing a clear basis for evaluating the country's mitigation and adaptation actions.

70. Identified key issues included the fragmentation of institutional responsibilities for climate data management and a lack of clear roles and responsibilities among stakeholders involved in the MRV (Measurement, Reporting, and Verification) process. The premises of an MRV mechanism date back to 2017 when the first GHG inventories were prepared. This was because the absence of formalized mechanisms for data sharing between ministries and agencies hindered the country's ability to effectively manage and report climate data. Many sectoral agencies and ministries faced and still face challenges in aligning their own data collection processes with an MRV mechanism. Their tools were often outdated or incompatible, leading to difficulties in gathering, processing, and reporting accurate data. Additionally, the legal and regulatory framework governing environmental data management required significant upgrades to align with the enhanced transparency requirements of the Paris Agreement.

71. The project aimed to address these issues by upgrading the existing institutional framework for climate data management. This included mapping MRV stakeholders and clearly defining their roles and responsibilities, as well as strengthening the legal and regulatory framework to formalize the coordination and management of climate data. The creation of focal points within key sectors such as energy, transport, agriculture, and forestry or waste, was expected to ensure that these sectors were

adequately represented in the national climate information management system. These focal points would also facilitate the exchange of data between sectoral ministries and the central body responsible for preparing the national GHG inventory (Environment Directorate under MERF).

72. In addition to institutional and regulatory upgrades, the CBIT project emphasized the need to build technical capacities within relevant ministries and agencies. A major component of the project was the development and delivery of training modules focused on improving the ability of national stakeholders to collect, manage, and report on climate data. These capacity-building efforts were essential to ensuring the sustainability of the national climate information management system and the effective implementation of the MRV process. By building technical capacities across sectors, the project aimed to ensure that national stakeholders could effectively contribute to the preparation of national reports to the UNFCCC, including the Biennial Update Reports (BURs) and National Communications (NCs).

73. The CBIT project also aimed to provide technical support to key sectors by supplying necessary equipment to facilitate data collection and management. For example, the project envisioned the acquisition of equipment for institutional focal points and the delivery body responsible for managing the national climate information system. This equipment was expected to enable these institutions to track, collect, assess, and store climate data in a more accurate and efficient manner.

74. An essential part of the project's design was its alignment with Togo's broader climate policy objectives. The project was formulated in the context of Togo's commitments under the UNFCCC, including the preparation of the country's National Communications (NCs) and Biennial Update Reports (BURs). These reports are essential tools for tracking progress towards the country's NDC targets and for informing national climate policy. The establishment of a comprehensive and well-coordinated MRV system was expected to enhance Togo's ability to meet these reporting requirements and to support the development of evidence-based climate policies.

75. Additionally, the project was expected to contribute to the development of a national system for tracking climate finance, technology transfer, and capacity-building support received by Togo. This system was intended to enhance the country's transparency in reporting on the support it receives for climate action and to ensure that this support is effectively utilized to meet national climate objectives.

76. The project formulation also recognized the importance of involving a wide range of stakeholders in the design and implementation of the climate information management system. This included consultations with government ministries, private sector actors, civil society organizations, and academic institutions. These stakeholders were expected to play a key role in the collection and management of climate data and in ensuring the sustainability of the national MRV system. In particular, the involvement of the private sector was seen as crucial for promoting low-carbon investments and for ensuring that private sector actions were aligned with national climate goals.

77. The CBIT project was also designed to promote the integration of gender considerations into the national MRV process. Gender mainstreaming was a key objective of the project, with specific activities aimed at enhancing the participation of women in climate data management and decision-making processes. This included the development of gender-sensitive training modules and the integration of gender-disaggregated data into the national climate information system.

B. Objectives and components

78. The Togo CBIT project is structured around a single component with the objective of establishing institutional arrangements and technical capacities for climate transparency data management. The project aims to comply with the Enhanced Transparency Framework (ETF) requirements of the Paris Agreement. The expected outcome is the creation of an institutional structure and an operational system that allows for the collection, documentation, storage, and communication of climate-related data. This system supports Togo's reporting obligations under the Paris Agreement and its Nationally Determined Contribution (NDC) targets.

79. The project is organized into five outputs:

    1. Institutional and legal framework enhancement: this output includes upgrading Togo's legal and regulatory framework for climate change data management. The activities involve mapping stakeholders, identifying gaps in the current framework, and developing legal instruments such as Memoranda of Understanding (MOUs) and Cooperation Agreements. These instruments are designed to formalize cooperation between relevant institutions responsible for climate data collection and reporting.
    2. Establishment of a climate change information management system: the project will establish a centralized climate information management system to facilitate the Measurement, Reporting, and Verification (MRV) of climate data. The system will serve as a platform for the collection, submission, and verification of climate-related data, including GHG emissions, mitigation measures, and adaptation actions. The design includes data input tools and modules for processing and documentation of reports.
    3. Provision of equipment to relevant sectors: this output focuses on providing the necessary equipment for sectors such as energy, agriculture, and forestry to collect climate-related data. The equipment will be used to operationalize the MRV system and ensure that data from various sectors are accurately collected and reported in compliance with the system's requirements.
    4. Capacity-building for stakeholders: training sessions will be organized to build the capacity of national stakeholders in using the climate information management system. This output includes the development of training modules on various technical aspects of MRV, such as GHG inventories, data input, and climate finance tracking. The training is aimed at ensuring that stakeholders are proficient in managing and reporting climate data.
    5. System testing and functionality: this output involves testing the climate information management system to ensure its functionality. The system was to undergo trials to identify and resolve any technical issues before full operationalization. A knowledge-sharing strategy will be implemented to disseminate the results of the project and share experiences with other countries working on similar transparency initiatives.

80. The project is designed to develop a national climate data management system that will assist Togo in meeting its transparency and reporting obligations under the Paris Agreement.

C. Stakeholders

81. The project stakeholders are presented in Table 2.

Category of Stakeholder	Ministries, Agencies, Other	Description of Roles and Functions at the National Level	Role in CBIT Project
Government Ministry	Ministry of Environment and Forest Resources (MERF)	Responsible for environmental policy, including climate change management and the National MRV (Measurement, Reporting, and Verification) system.	Lead ministry overseeing the implementation of CBIT, ensuring alignment with Togo's climate goals.
Government Agency	National Environmental Management Agency (ANGE)	Executes national environmental policies and manages environmental assessments.	Executing agency of the CBIT project, responsible for project implementation and coordination.
Technical Assistance Partner	African Sustainability Center (ASCENT)	Provides technical support in climate transparency, MRV systems, and capacity building.	Provides technical assistance, particularly in MRV system design and capacity-building activities.
Civil Society and NGOs	Various Civil Society Organizations (CSOs)	Engage in advocacy, awareness, and capacity-building for communities on climate transparency.	Participate in consultations and training on MRV data collection for community and sectoral inputs.
Private Sector	Local business associations and private firms	Engage in the implementation of climate-related mitigation and adaptation actions.	Provide input on sector-specific data for MRV, particularly in areas such as energy efficiency and industrial processes.
Local Governments	Regional Environmental Delegations	Manage and oversee the implementation of environmental and climate projects at the regional level.	Participate in training and contribute local climate data to the national MRV system.
International Organizations	United Nations Environment Programme (UNEP)	Provides global coordination and supports knowledge sharing for the CBIT initiative.	Acts as an implementation partner, offering technical and financial oversight.

Table 2: List of stakeholders

82. The list of beneficiary Institutions (by Sector) is mentioned below:

1. Energy:
    - Directorate-General for Energy (DGE) (within the Ministry of Mines and Energy): responsible for energy data collection and reporting for the national MRV system.
    - Directorate of Studies, Planning, and Information Systems (DESI): handles data management, statistics, and information systems within the energy sector, contributing to MRV reporting.
2. Industrial Processes and Product Use (IPPU):
    - Directorate-General for Industry (DGI) (within the Ministry of Industry): Responsible for collecting emissions data from industrial processes such as cement and chemical production.

    - Directorate of Studies, Planning, and Information Systems (DESI) (within the Ministry of Industry): Manages industrial sector data and statistics for integration into the MRV system.
3. Agriculture:
    - Directorate-General for Agriculture (DGA) (within the Ministry of Agriculture, Livestock, and Fisheries): coordinates the collection of data related to agricultural emissions, including livestock and land use.
    - Institut Togolais de Recherche Agronomique (ITRA): provides research and data on agricultural practices and climate adaptation.
    - Directorate of Statistics, Agricultural and Rural Information (DSIDAR): responsible for the collection and management of agricultural data for the MRV system.
4. Forestry and Other Land Uses (FOLU):
    - Directorate of Forest Resources (DRF) (within the Ministry of Environment and Forest Resources - MERF): Monitors and reports on forest resources, deforestation, and land-use changes.
    - Forest Development and Exploitation Office (ODEF): Manages forestry data and carbon sequestration reports.
    - Directorate of Studies, Planning, and Information Systems (DESI) (within MERF): Oversees forestry data, ensuring integration into the national MRV system.
5. Waste:
    - Technical Services Directorate (DST) (within the Ministry of Environment and Forest Resources - MERF): Oversees the collection of waste management and emissions data.
    - Directorate of Studies, Planning, and Information Systems (DESI) (within MERF): Handles statistical data and reporting on waste management, contributing to MRV reporting.

D. Project implementation structure and partners

83. The project institutional arrangements are shown in

84.

85. Figure 2. These were structured with the National Environmental Management Agency (ANGE) as the Executing Agency (EA). ANGE was responsible for overseeing day-to-day implementation activities and coordinating with UNEP, the Global Environment Facility (GEF) Implementing Agency (IA), which provided financial oversight and ensured compliance with GEF standards.

86. The Project Steering Committee (PSC) was established and chaired by the Ministry of Environment and Forest Resources (MERF). The PSC provided strategic guidance, approved work plans, and ensured that project outputs were delivered on time. It included representatives from key ministries, such as the Ministry of Energy, Ministry of Finance, Ministry of Agriculture, Livestock, and Water Resources, along with stakeholders from academia, civil society, the private sector, and international partners like RCC Lome. The PSC met once a year to assess project progress and make necessary adjustments.

87. A Project Management Unit (PMU) was set up to manage daily operations. This unit included a National Project Director (NPD), a National Technical Coordinator (NTC), and other technical and administrative staff. The PMU was responsible for coordinating with sectoral focal points, preparing reports, and ensuring the effective implementation of the Monitoring, Reporting, and Verification (MRV) system.

88. The project experienced structural adjustments during its implementation. Initially, the PSC was expected to be housed within ANGE, but it was later positioned under the Direction of Environment (DE) within MERF. Additionally, delays in hiring the core PMU members (Coordinator and Admin-Fin Officer) by 02/2021 (9 months after the expected start date) extended the project timeline. This led to no-cost extension, with the project completion date being extended from October 2023 to March 2024.

89. Key partners included:

- UNEP: Provided project oversight, technical assistance, and financial management.
- Ministry of Environment and Forest Resources (MERF): Coordinated national environmental policies and data collection for forestry and waste.
- Ministry of Energy: Contributed energy sector data.
- Ministry of Agriculture, Livestock, and Water Resources: Supplied data from the agriculture and water sectors for the MRV system.

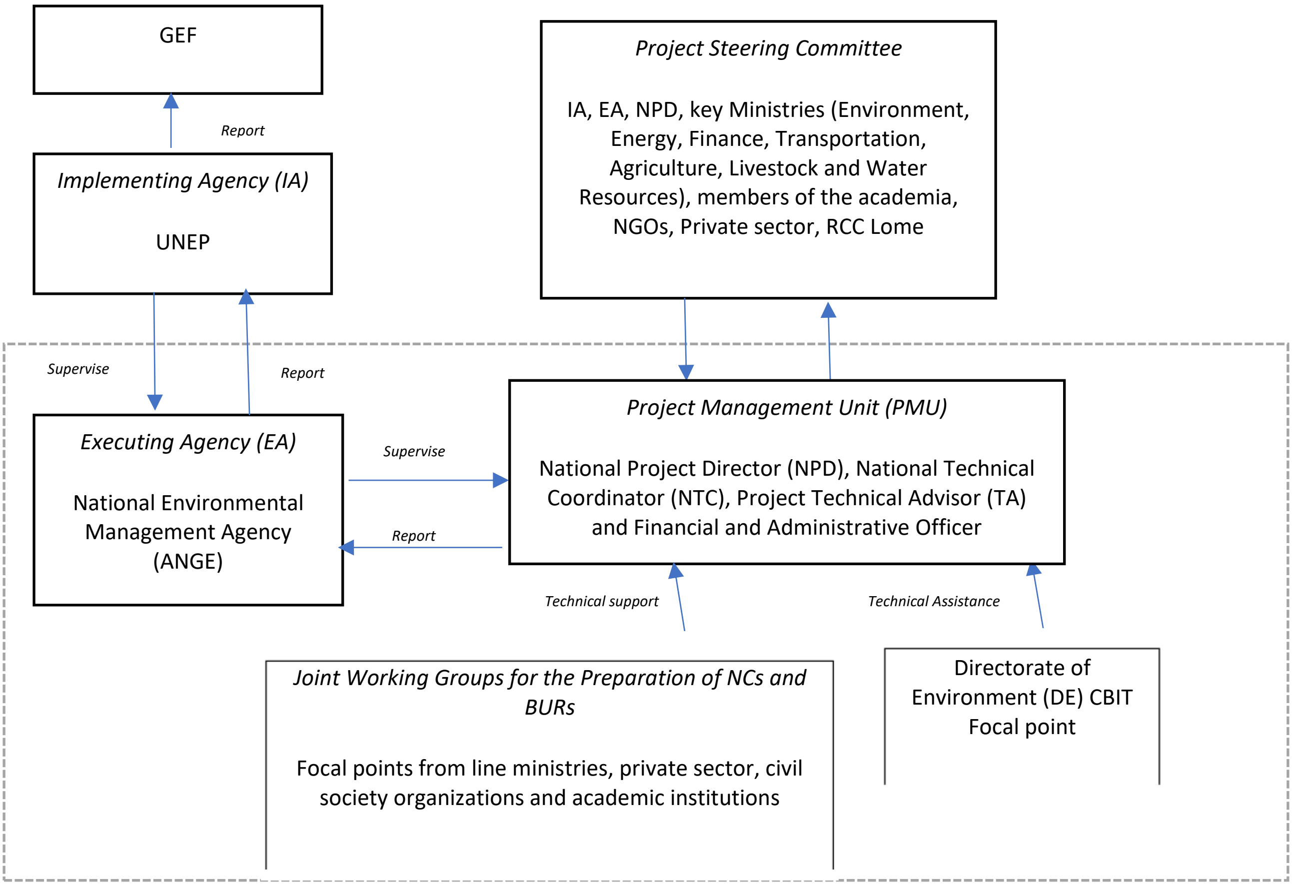


Figure 2: Organigram of the Project with key project key stakeholders

E. Changes in design during implementation (including responses to mid-term assessments, where appropriate)

90. The Project faced several significant changes and delays in its structure and implementation compared to the initial expectations outlined in the CEO Endorsement document:

- Location of the Project Steering Committee (PSC) and MRV: the PSC and MRV system were to be located within the National Environmental Management Agency (ANGE), the Executing Agency (EA) for the project. However, during implementation, the MRV system was moved under the Direction of Environment (DE) within the

Ministry of Environment and Forest Resources (MERF), which was a shift from the initial design.

- Project revisions: two revisions (including one no-cost extension) were required throughout the project. The first revision was requested in 2022, due to delays in setting up the Project Management Unit (PMU), coupled with the impacts of COVID-19 restrictions. A second revision was granted in May 2023, re-phasing unspent funds from 2020, 2021, and 2022. The first revision included an extension to move the project's technical completion date from October 2023 to March 2024.
- Project Execution and role of partners: the initial plan expected the PMU to be operational within ANGE from the start. However, due to the delays in appointing the NTC, the project's implementation was slow to begin. Additionally, technical partners such as ASCENT played a critical role in capacity building and technical support, particularly around the Monitoring, Reporting, and Verification (MRV) systems. However, their contribution on a remote basis led to a difficult dialogue on its final deliverables.
- Work Plan revisions: Due to the series of delays, the work plan had to be revised once and approved by UNEP in January 2022.

F. Project financing

91. The project was approved with a GEF financing of USD 1,010,267 and a co-financing amount of USD 300,000 from the Government. The project, executed by the National Environmental Management Agency (ANGE), began implementation in July 2020. However, the actual startup gained momentum in early 2021 with the official inception workshop. Initially planned to end in October 2023, the project was extended to March 2024 due to delays in setting up the Project Management Unit (PMU) and challenges related to the COVID-19 pandemic.

92. The COVID-19 pandemic particularly affected activities requiring in-person interaction, such as workshops and stakeholder consultations, resulting in significant delays. These were further exacerbated by the late recruitment and subsequent replacement of the National Technical Coordinator, which postponed/delayed the start of key project activities. To address this, the project received a no-cost extension, shifting the technical completion date to 31 March 2024.

93. In May 2023, a second budget revision (Rev 2) was implemented to reallocate unspent funds, particularly those intended for travel, to other priority activities. This reallocation ensured the continued progress of the project despite earlier disruptions.

94. At the time of this Terminal Review report, the project has reached a total actual expenditure level of USD 967,274. Detailed expenditures per component, both estimated and actual, are provided in Annex VI: Project Budget and Expenditures, which outlines the financial distribution across project components.

95. Although the project faced delays, particularly in the procurement of IT equipment and the installation of servers, most of the necessary equipment was acquired by the end of 2023, and testing of the climate information management system was achieved, albeit at a very late stage of project implementation.

IV. THEORY OF CHANGE AT REVIEW

96. The project was designed to help the country meet its climate reporting obligations under the Paris Agreement by establishing a robust MRV system. The project's Theory of Change (ToC) outlined pathways for achieving this through enhanced institutional capacities, improved technical frameworks, and active stakeholder engagement. After reviewing key project documents and following up on the in-country mission, some adjustments to the ToC were necessary to reflect operational realities and to ensure the project's sustainability.

97. The areas for review include the following:

- Policy Integration: the redrafted impact pathways emphasize the MRV system's integration into national and sectoral policy frameworks.
- Institutional Resilience: institutional resilience and the need for ongoing training and knowledge retention are to be reflected.
- Data Quality: local-level data accuracy is a critical component, with additional focus on the outputs.
- Sectoral Engagement: continuous engagement with sectoral ministries is necessary for reliable climate data collection and policy integration.

98. As for the TOC amendments, the long-term goal of reduced GHG emissions and climate-resilient development remains valid: "Emphasize MRV system's role in policy-making and national development planning".

99. On intermediary states, The MRV system's role in showcasing the economic benefits of low-carbon pathways should be strengthened to encourage investments.

100. On long-term outcomes, MRV data should be linked to national sectoral planning and climate action across various sectors.

101. The outcome is valid but requires ongoing capacity-building and knowledge management for system sustainability.

102. Outputs remain valid, but Output 2 should focus on data accuracy, and Output 4 should include refresher training.

103. The TOC is presented under Figure 3.

Formulation in original project document(s)	Formulation for Reconstructed ToC at the Review report stage (RTOC)	Justification for Reformulation
(LONG LASTING) IMPACT		
Reduced GHG emissions intensity and climate-resilient development	Reduced GHG emissions intensity, climate-resilient development, and MRV data integrated into national policy and development planning	The long-term goal of *reduced GHG emissions* and *climate-resilient development* remains valid. Emphasize MRV system's role in policy-making and national development planning
INTERMEDIATE STATES		
Increased investments in low-carbon and climate-resilient technologies and measures in climate-sensitive sectors.	MRV system supports increased investments in low-carbon technologies by demonstrating economic and environmental benefits.	The MRV system's role in showcasing the economic benefits of low-carbon pathways should be strengthened to encourage investments.
Long-term outcomes		

Togo provides a clear picture of climate actions; National MRV System evaluates and reports on climate-smart policies to the UNFCCC.	Long-term outcomes: MRV data informs sectoral climate planning and supports reporting on mitigation and adaptation efforts to the UNFCCC.	MRV data should be linked to national sectoral planning and climate action across various sectors.
PROJECT OUTCOME		
Institutional arrangements and capacities allow Togo to collect, store, and communicate climate transparency data in a central information management system	Institutional capacities allow for continuous MRV data collection and management, with ongoing training to ensure system sustainability.	The outcome is valid but requires ongoing capacity-building and knowledge management for system sustainability.
OUTPUTS		
Output 2: *A climate change information management system is established* Output 4: *National stakeholders in climate change are trained to input data in the system*	Output 2: *A climate change information management system is established focusing data accuracy* Output 4: *National stakeholders in climate change are trained to input data in the system with a focus on refresher training for stakeholders*	Outputs remain valid, but Output 2 should focus on data accuracy, and Output 4 should include refresher training.

Table 3: Justification for Reformulation of Results Statements

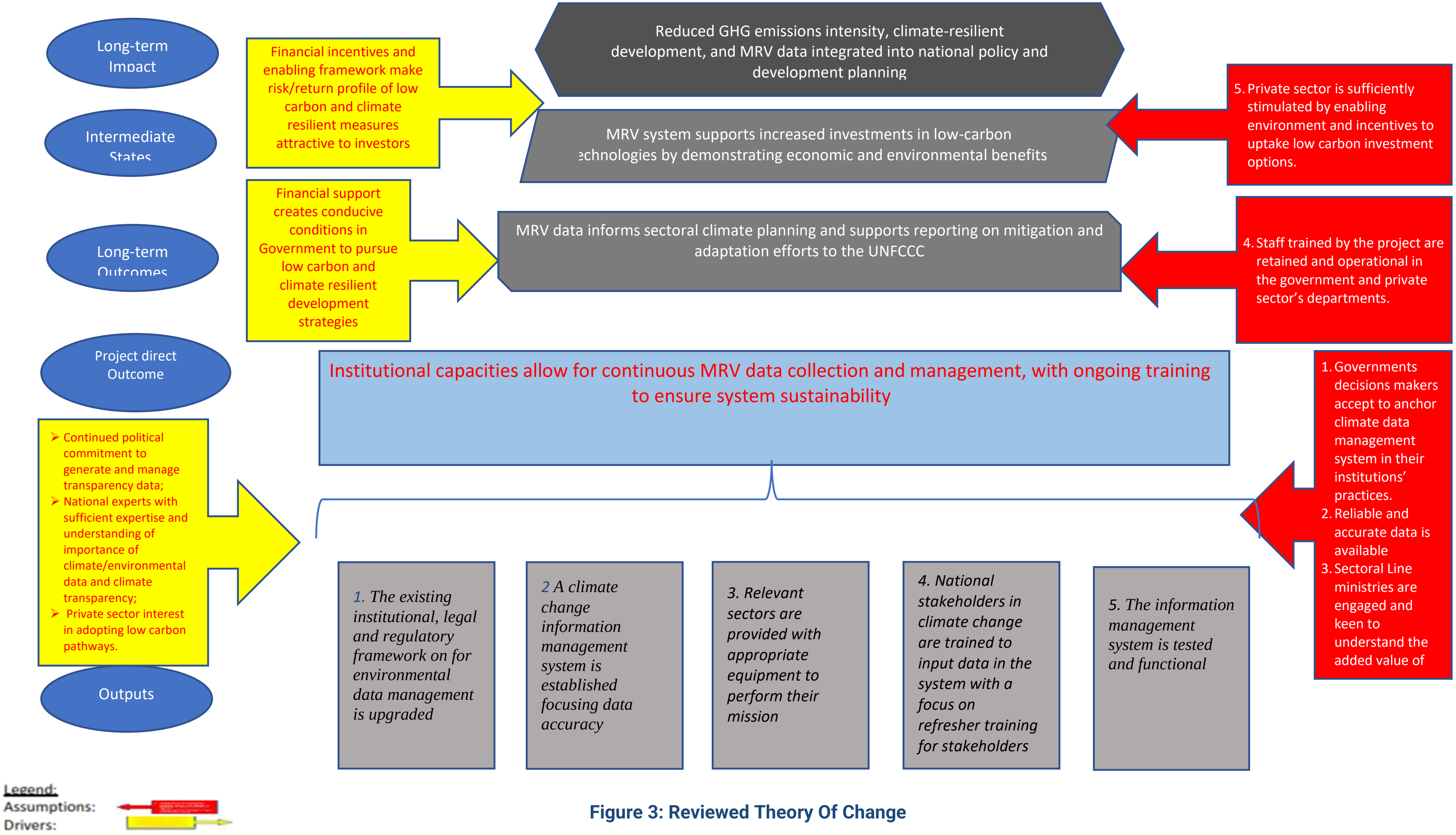


Figure 3: Reviewed Theory Of Change

V. REVIEW FINDINGS

A. Strategic Relevance

Alignment to UNEP's UNEP Medium Term Strategy[6] (MTS), Programme of Work (POW) and Strategic Priorities:

104. The Togo Climate Transparency Framework project aligns significantly with UNEP's Medium-Term Strategy (MTS) 2018–2021 and 2022–2025 as well as its Programme of Work (PoW). It directly contributes to UNEP's Climate Action sub-programme, specifically Outcome 3, which focuses on ensuring that "state and non-state actors adopt the enhanced transparency framework arrangements under the Paris Agreement." The project supports this by building institutional capacities to meet Paris Agreement requirements, particularly by establishing a robust Measurement, Reporting, and Verification (MRV) system that allows Togo to track its greenhouse gas (GHG) emissions and communicate progress under the Enhanced Transparency Framework (ETF).

105. Under the PoW 2022–2023, the project aligns with the relevant indicator: "Number of national, subnational, and private sector actors reporting under the enhanced transparency arrangements of the Paris Agreement with UNEP support." Through the establishment of the MRV system and stakeholder training, the project directly contributes to this outcome by ensuring that various national and sectoral actors in Togo are equipped to engage with climate reporting systems.

106. The project further enhances UNEP's strategic objectives of climate stability and effective environmental governance by strengthening national-level coordination and data management frameworks for climate action. The establishment of the national climate information management system and the formal designation of MRV focal points across relevant sectors exemplify this alignment with UNEP's environmental governance goals.

107. In addition to addressing climate action, the project aligns with UNEP's capacity-building priorities as outlined in the MTS, by providing extensive technical training and assistance to local stakeholders. The focus on building long-term institutional capacity through sustained training sessions ensures that Togo's climate transparency commitments are integrated into national decision-making processes and policy frameworks.

Rating for Alignment to UNEP MTS, POW and Strategic Priorities: Highly Satisfactory (HS)

Alignment to Donor/GEF/Partners Strategic Priorities

108. The project closely aligns with the Global Environment Facility's (GEF) Capacity-building Initiative for Transparency (CBIT) priorities. The project effectively supports the GEF's mission to help countries meet the Enhanced Transparency Framework (ETF) requirements under the Paris Agreement.

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

109. Key areas of alignment include[7]:

1. Strengthening National Institutions: the project strengthened Togo's institutional capacity for transparency-related activities by establishing a robust *Measurement, Reporting, and Verification (MRV) system* in line with national priorities
2. Providing Tools and Training: by offering tools, training, and technical assistance, the project empowered key stakeholders and government officials to meet the transparency provisions of Article 13 of the Paris Agreement
3. Improving Transparency Over Time: the development of the MRV system allows for the continuous improvement of transparency in the country's climate reporting efforts, aligning with GEF's long-term vision of iterative progress

110. Moreover, the project was to engage a wide range of stakeholders, including government entities, civil society, and the private sector, which is consistent with GEF's strategic focus on broad-based engagement. Although the project did not strongly emphasize gender mainstreaming, its success in building institutional frameworks and enhancing national transparency mechanisms aligns it with GEF's major goals.

Rating for Alignment to Donor/GEF/Partners Strategic Priorities: Highly Satisfactory (HS)

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

111. The project aligns strongly with global, national, and regional priorities, particularly under the frameworks of the Sustainable Development Goals (SDGs) and the 2030 Agenda for Sustainable Development.

112. Globally, the project directly contributes to SDG 13 (Climate Action) by enhancing national capacities for climate action and ensuring transparent climate reporting. Through the establishment of an MRV system, Togo is better equipped to track and reduce greenhouse gas (GHG) emissions, aligning with international climate goals under the Paris Agreement. Additionally, the project's multi-stakeholder engagement supports SDG 17 (Partnerships for the Goals) by fostering collaboration between government entities, civil society, and the private sector, ensuring that climate action is inclusive and well-coordinated[8] [9].

113. At the national level, the project addresses Togo's climate priorities by improving its transparency systems and processes for GHG inventories. It builds on Togo's national development goals, particularly as outlined in its national SDG roadmap, which emphasizes climate action, environmental governance, and sustainable development. By creating a functional MRV system and providing capacity-building sessions, the project helps Togo meet its Nationally Determined Contributions (NDCs) and reporting obligations under the Enhanced Transparency Framework (ETF). This contributes to more effective climate governance and decision-making. At this stage, the project did not focus on the sub-national level.

114. Regionally, the project aligns with West Africa's broader climate objectives, especially in strengthening institutional frameworks for climate transparency and data-driven policy development[10]. The collaboration with regional institutions enhances Togo's position in meeting climate goals set by regional bodies such as the Economic

[7] https://www.thegef.org/newsroom/blog/supporting-transparency-drive-ambitious-climate-action
[8] https://sdg.iisd.org/news/cbit-trust-fund-supporting-transparency-under-paris-agreement-operationalized/
[9] https://sdgpush-insights.undp.org/reports/tgo
[10] https://ecowas.int/wp-content/uploads/2022/09/ECOWAS-Regional-Climate-Strategy_FINAL.pdf

Community of West African States (ECOWAS), which emphasizes environmental sustainability and resilience.

Rating for Relevance to Global, Regional, Sub-regional and National Priorities: Highly Satisfactory

Complementarity with Existing Interventions/Coherence

115. The project demonstrates strong alignment and complementarity with existing international, regional, and national initiatives that focus on enhancing climate transparency and resilience. As part of the global CBIT framework, the project adheres to the UNFCCC's Enhanced Transparency Framework (ETF), supporting Togo's efforts to meet its obligations under the Paris Agreement. This alignment ensures that the project integrates smoothly with global climate transparency systems and builds technical capacity for robust greenhouse gas (GHG) reporting.

116. The Initiative for Climate Action Transparency (ICAT) complements the CBIT project by providing technical assistance and methodologies to enhance data quality and build capacity for transparent climate reporting. ICAT's support focuses on improving the tools and training needed for Togo's MRV system, which is central to the CBIT's objectives.

117. Bilateral support from countries like Germany (GIZ) and France (AFD) has played an indirect role in reinforcing the CBIT project. Lessons learned from GIZ's ProREDD program, which focused on reducing emissions from deforestation were taken into account at CBIT project formulation stage, while AFD's investments in sustainable agriculture and energy efficiency were to contribute to enhancing data quality and provide the CBIT project with better data.

118. Additionally, international financial institutions such as the World Bank and the African Development Bank (AfDB) have been key partners. The World Bank's West Africa Coastal Areas Management Program (WACA), aimed at improving coastal resilience, should benefit from the CBIT project's ability to supply reliable emissions and climate data. Similarly, AfDB's focus on renewable energy and infrastructure resilience ties into the CBIT's efforts to ensure transparent tracking and reporting of progress in these areas.

119. At the national level, the CBIT project took advantage of closing initiatives such as the Project for the Improvement of the Environmental Information System in Togo (PASIET). The PASIET project aimed at strengthening environmental data collection, which complemented the CBIT's focus on improving climate transparency data management. The National MRV Committee, established as part of the CBIT project, fosters cross-sectoral collaboration in key areas such as energy, agriculture, and forestry, ensuring coherence between the CBIT's outputs and other national environmental initiatives.

120. The support project to the NDC was also complementary with the designation of MERF focal points through this intervention as was the project "Communauté des Pratiques MRV" funded by Canada on the divulgation of information on climate transparency (shared webinars between the two projects)

121. Through these partnerships, the CBIT project strengthens its implementation, leveraging support from both bilateral and multilateral organizations. This coherence with national, regional, and international efforts ensures that Togo's climate transparency system is both effective and sustainable. The project's alignment with

global frameworks and its integration with complementary initiatives across various sectors significantly enhance its long-term impact.

Rating for Complementarity with Existing Interventions/Coherence: Highly Satisfactory (HS)

Rating for Strategic Relevance:	**Highly Satisfactory (HS)**

B. Quality of Project Design

122. Below is a detailed review of the project's design based on key aspects:

- Operating Context: the assessment was revised from the inception report; the early stages of the project faced some disruptions due to the COVID-19 pandemic, which delayed in-person activities, including training and workshops. However, no critical risks were identified related to political instability or natural disasters during implementation.

  Revised Rating: Satisfactory (S) (*Previously: Moderately Satisfactory in the Inception Report*).

- Project Preparation: the initial analysis of climate issues in Togo was thorough, but the focus on improving transparency and reporting capabilities became clearer over time. Gender and stakeholder considerations were further addressed in later stages, with gender mainstreaming integrated into meetings and workshops.

  Rating: Moderately Satisfactory (MS)

- Strategic Relevance: the project consistently aligned with Togo's national goals and the Paris Agreement, as well as UNEP and GEF priorities. The project further benefited from alignment with other regional efforts, such as the West Africa Climate Transparency Initiative.

  Revised Rating: Satisfactory (S) (Previously: Moderately Satisfactory in the Inception Report).

- Intended Results and Causality: the theory of change remained relevant, and the assumptions about the project's outcomes were realistic given the timeframe. Capacity-building workshops on MRV systems were carried out successfully.

  Revised Rating: Satisfactory (S) (Previously: Moderately Satisfactory in the Inception Report).

- Logical Framework and Monitoring: the logical framework was well-designed, with SMART indicators and an effective M&E plan. Some adjustments to the work plan were made due to pandemic-related delays and a delayed call for proposal for the MRV equipment, but these did not significantly impact the project outcome.

  Rating: Satisfactory (S).

- Governance and Supervision Arrangements: governance structures, including the role of the National Environmental Management Agency (ANGE) and the Project

Steering Committee (PSC), were robust and well-managed. Communication between national and international stakeholders improved over time.

Rating: Highly Satisfactory (HS).

- Partnerships: partner capacities, particularly for service providers such as ASCENT, were leveraged but with some issues as they were located outside Togo.

  Rating: Moderately Satisfactory (MS).

- Learning, Communication, and Outreach: the project implemented a strong knowledge management strategy, with workshops and stakeholder meetings contributing to enhanced transparency and climate data collection efforts. Additional financial resources were requested early on during implementation. Communication on project progress improved with time.

  Rating: Satisfactory (S).

- Financial Planning / Budgeting: the assessment was revised from the inception report. The project's financial management was robust, with the government's in-kind co-financing target of USD 300,000 exceeded, reaching USD 310,000. The co-financing included office space, equipment, and staff salaries provided by ANGE. The budget was well-managed despite delays caused by the pandemic or delayed equipment delivery.

  Revised Rating: Satisfactory (S) (Previously: Moderately Satisfactory in the Inception Report).

- Efficiency: the project leveraged existing partnerships and expertise to maintain efficiency. However, pandemic-related delays affected the initial timeline. Despite this, key project activities, such as MRV training, were delivered adequately.

  Rating: Satisfactory (S).

- Risk Identification and Social Safeguards: no significant risks emerged throughout implementation, and the project was rated as Low Risk consistently. Environmental and social safeguards were integrated effectively.

  Rating: Highly Satisfactory (HS).

- Sustainability / Replication and Catalytic Effects: although technical capacities were built, a long-term sustainability plan or replication strategy was not fully articulated in the project design. This gap remained through implementation.

  Rating: Moderately Satisfactory (MS).

- Project Design Weaknesses/Gaps: project design incorporated recommendations from UNEP, including concerns about the rotation of civil servants. However, no PIR or half-yearly reports provide specific instances where this issue critically impacted project activities.

  Rating: Highly Satisfactory (HS).

123. Overall, most of the ratings were upgraded from Moderately Satisfactory to Satisfactory after the actual in-country project review. This led to a rating improvement to Satisfactory.

Rating for Project Design: Satisfactory (S)

C. Nature of the External Context

124. The COVID-19 pandemic was the most significant challenge, although it did not impact significantly the activities as the project effectively started in early 2021. Early on, the project started with online platforms for training and meetings, ensuring the continuity of essential activities. This adaptability mitigated the overall negative impact of the pandemic on the project's progress.

125. Beyond COVID-19, political stability in Togo provided a generally positive external environment for the project. No significant disruptions occurred due to elections or government changes, and political support for climate initiatives remained strong throughout the project's lifespan.

126. Economic constraints were noted, particularly in terms of limited institutional resources, which sometimes slowed data-sharing and infrastructure-related processes. Additionally, human resource challenges—particularly civil servant rotation and delays in establishing the Project Management Unit (PMU)—were issues early on but did not critically affect the project's trajectory. These challenges were resolved, allowing the project to proceed smoothly.

127. No significant natural disasters or extreme weather events were reported, though institutional limitations related to data availability and sharing occasionally hindered the pace of some activities. Sociocultural factors, such as active participation from national stakeholders and strong engagement from governmental institutions, contributed positively to the project's implementation.

128. While COVID-19 had the most notable impact on the project, the broader external context—including political stability, economic constraints, and human resource management—had a moderate to low influence on the project. Despite some challenges, the project was able to adapt and meet its objectives.

Rating for Nature of the external context: Favourable (F)

D. Effectiveness

129. The expected outcome was to set up institutional arrangements and capacities so that Togo could collect, document, store and communicate climate transparency data in a central information management system.

130. Five outputs were formulated:

- Output 1: Upgrading of the existing institutional, legal and regulatory framework for climate information management
- Output 2: The establishment of a climate change information management system
- Output 3: Relevant sectors are provided with appropriate equipment to measure, track, report and/or access information from the MRV system
- Output 4: Training of national stakeholders in climate change to provide input and access information/data from the national MRV system
- Output 5: Operational information management system

Availability of Outputs

131. The project succeeded in delivering most of the planned outputs; however, there were variations in their availability and practical functionality. Below is a detailed analysis of each output's availability.

Output 1: institutional, legal and regulatory framework for climate change information management upgraded

132. The institutional framework aimed to formalize inter-sectoral collaboration and strengthen climate transparency governance. This output centred on establishing roles within the Environment Directorate (DE) and formalizing relationships with other key ministries involved in climate data collection and reporting. By the project's end, key institutional arrangements had been finalized.

133. Deliverables:

- 15 MOUs Signed: a total of 15 Memoranda of Understanding (MOUs) were signed between the Ministry of Environment and Forest Resources and various sectoral ministries by 2024, ensuring coordination on data collection and reporting for the MRV system. These agreements were essential to create formal linkages between sectors such as energy, forestry, agriculture, and waste management.
- National Climate Committee and Technical Secretariat established: the National Climate Committee is operational, overseeing the MRV system and ensuring compliance with Togo's international climate commitments. The Technical Secretariat was tasked with handling the day-to-day operations of the MRV system, including data coordination and stakeholder engagement. Six meetings of the Project Steering Committee were held from 2021 to 2024 to monitor institutional progress and resolve coordination issues.
- 1 institutional report completed, mapping key stakeholders and identifying gaps in climate transparency infrastructure.

134. The establishment of the institutional framework represents a significant achievement in the project's goals to build the country's capacity for climate data transparency. The 15 MOUs created formalized structures for data sharing, although there were delays early in the project that slowed the initial rollout of the system. Challenges related to inter-ministerial coordination persisted until the final months of the project, particularly in terms of data transfer between ministries and MERF. Nonetheless, by March 2024, most coordination issues had been resolved, ensuring that the framework was functional. Furthermore, there is the issue of funding after the project 's closure. The designation of the focal points constitutes the backbone of the MRV system. While they were exposed to a number of workshops and other training sessions and received regular information on climate transparency, some key issues remain (i) their actual capability to integrate into the MRV system (data intake into the system) and (ii) disseminate information downstream into relevant technical departments and institutions and further at regional and local level. So far, their actual contribution is non-binding and there are no incentive measures. The project has made progress in strengthening GHG inventories and climate data collection systems through training sessions. However, the institutionalization of these processes remains incomplete. Currently, data collection efforts are fragmented, relying heavily on project-based structures without long-term sustainability. This lack of formalized processes may result in inconsistent data flow post-project, affecting the quality of climate reports. Without adequate legal and institutional backing, key ministries will

struggle with data reliability, collection, and storage, limiting the country's ability to meet its international obligations under the Paris Agreement.

Output 2: National climate change information management system established

135. The Climate Information Management System (CIMS) was developed as a central repository for all climate-related data. It was designed to collect, store, and report data across key sectors involved in the MRV system. The system became operational by March 2024, though it experienced technical challenges in its early stages. The hardware specifications for the MRV were drafted early on but had to be reviewed at least once. Then, following up the call for proposals, the selected firm that was to purchase the equipment was unable to comply with the specifications11 and it had to be abandoned. Hence a second call for proposal was made, this time with a successful and reliable company. This, however, delayed the whole process by at least 6 months. This would have negative consequences on the entire project implementation.

136. Deliverables:

- System Architecture and Development: the CIMS architecture was designed to handle a vast amount of climate-related data across multiple sectors, offering a comprehensive solution for managing the national MRV system. The design phase was completed in early 2023, with a focus on creating an intuitive interface for data input and retrieval. The system's architecture featured both front-end and back-end components, with specific roles assigned to different sectoral focal points. These roles ensured that each ministry or agency had the capacity to input and manage its data securely and efficiently. Overall, ASCENT which was preselected in the ProDoc, together with local consultants made an initial cloud-only proposal. This was an issue for the Government when dealing with sensitive national data. The IT specialists within MERF provided guidance to Ascent so as to deliver an optimised platform; the most important request was met (hybrid system) but some key issues remained, in particular, the proprietary aspect of some key components[12] (e.g. Google), the actual architecture that is not open-source (this might prove an issue for own IT debugging and/or subsequent system improvements and a lack of confidentiality when entering data (confirmed to be solved after the in-country evaluation mission). A hybrid system was eventually designed (cloud-based and hard drive-based within the MERF). This process of negotiation was time-consuming, possibly since ASCENT – a consulting firm - was not Togo-based and some of its experts and products were in English (or not adequately translated). This led to misunderstandings and lost time, but eventually, the main Government's preoccupations were met.
- Installation of Servers and Infrastructure: two physical servers[13] (a primary and a backup) were installed by mid-2023 to ensure redundancy and data security. The servers were placed in the Ministry of Environment's data centre, with IT support in place to maintain them. A key feature of the CIMS was its ability to store and secure large datasets, ensuring data integrity over time. Power outages have been an issue in late 2023/early 2024 with risks of data corruption when the servers shut down unexpectedly because of shutdown of power backups during weekends. No provisions were made for data security (e.g. physical VPN, focal points training in

[11] The specifications may have been unclear with the selected lowest bid offeror not in line with what was actually expected from him
[12] Licences were covered by the project for between 3 to 5 years as per actual software; e.g. 5 years for the cloud service
[13] Only one server had been budgeted initially, but two were requested

cybersecurity…), meaning the data is at risk of breach from corrupted data sets or malicious intrusions.

- Data Collection Modules: the system was built with several modules for the collection of sector-specific data on emissions, adaptation actions, and mitigation efforts. Sensitisation on GHG emission factors was to enhance the capability of Togo in calculating emissions using default emission factors or at a later stage own emission factors so that inventories reflect better the real emission situation. These modules were customized to align with international reporting standards, including those set by the IPCC and the UNFCCC. The data collection process was supported by pre-defined templates, making it easier for sectors to submit reports consistent with the MRV framework. Despite the comprehensive design, user feedback during the initial rollout highlighted difficulties in integrating data from the forestry and waste sectors, where historical data was incomplete or incompatible with the system's input formats / or required extensive processing or not collected at all.
- Online Portal for Data Access: an online portal was developed to allow stakeholders, including ministries and data collectors, to input and access data in real-time. The portal should have provided real-time reports on greenhouse gas (GHG) inventories, adaptation efforts, and mitigation measures. By the end of 2023, the portal was accessible to all designated MRV focal points. However, by project's end, the focal points had yet to enter any climate data into the system. Additionally, there were ongoing concerns about the security of sensitive data, especially concerning access control measures.
- 100% of MRV Focal Points trained on system usage: all designated focal points across the sectors received training on the CIMS, including how to upload and manage climate data.

137. The knowledge-sharing strategy played an important role in ensuring the system's usability. Stakeholders received training, but some ministries still reported challenges in fully integrating their sectoral data into the platform, requiring additional technical support. By the project's conclusion, the system was largely functional but most focal points still had not entered any data yet; ongoing monitoring and support will be required to ensure long-term sustainability.

138. Challenges include (i) power outages and data security, (ii) integration of sectoral data and (iii) system usability and training.

Output 3: Relevant sectors provided with appropriate equipment to measure, track, report, and/or access information from the MRV system

139. Availability: this output aimed to provide technical equipment to key sectors to enhance their ability to collect, store, and report climate data. The project delivered computers, UPS devices, and other technical tools to support climate transparency across five priority sectors: energy, agriculture, forestry, industrial processes, and waste management.

140. Deliverables:

- Delivery of equipment: the following sectors were consulted: (i) energy (Energy General Directorate), transport (Directorate of Road and Rail Transport), industry (Industry General Directorate), waste (Autonomous District of Grand Lomé), MAERD (Ministry of Agriculture, Livestock and Rural Development), forestry and other land uses (Forest Resources Department within MERF), environment (Environment Directorate – DE – within MERF) and statistics (National Institute of Statistics and Economic and Demographic Studies – INSEED). By the end of 2023, 25 computers and 15 UPS devices were delivered to sectoral ministries involved in the MRV system. These tools were critical for supporting data collection and reporting activities within the sectors. The available budget was not on par with actual demand (50+ focal points were designated).

- Equipment installation and maintenance report: an equipment installation report was completed, documenting the successful deployment of all necessary equipment across priority sectors. The report highlighted installation success rates but flagged technical issues related to UPS malfunctions in two sectors (waste and agriculture).
- Training on equipment usage: Three focal point training sessions were held to ensure that personnel could effectively use the equipment.

141. While the equipment was physically delivered and installed as planned, its effectiveness was diminished by technical issues and underutilization. The malfunctioning UPS devices reduced the capacity for continuous data reporting in some sectors, particularly in agriculture and waste management, where power outages interrupted data collection. The lack of follow-up technical training further compounded these issues.

Output 4: National stakeholders in climate change trained to provide input and access information/data from the national MRV system.

142. The project undertook significant capacity-building efforts to strengthen the skills of national stakeholders in climate transparency. Over 10 training workshops were organized between 2021 and 2024, focusing on critical areas such as the MRV system, GHG inventories, climate data management, and gender mainstreaming. A total of 100 participants were trained by March 2024, with training modules tailored to the needs of each sector. Notably, 75 participants attended the first two sets of workshops held between September and October 2022, while 21 participants from various sectors received MRV-specific training in March 2023, followed by 39 participants in May 2023. These trainees took advantage of 10 training modules that were developed, covering various topics including the LEAP tool, MRV systems, GHG inventories, the online portal, IPCC guidelines, data management, and more. A comprehensive gender awareness workshop reached 36 decision-makers in March 2023. What stands out is that these training sessions were delivered very late during implementation (some even in early 2024), hence, there was very little time if any to put into practice any knowledge.

143. The training sessions were comprehensive and generally well-received. However, there were challenges in translating the acquired knowledge into practical skills, largely due to the absence of post-training technical support. Despite the progress, participants faced difficulties in effectively utilizing the training for daily MRV operations without adequate follow-up or continued engagement from the project team. This was most obvious for data entry into the MRV system, especially when data from different institutions needed processing/recombination before insertion into the system (the AFAT sector was mostly in difficulties with an expressed need to get together into specific focal point groups at the sectoral level).

144. Reports on training outcomes, including participant feedback, were generated for each session.

145. The training modules themselves were well-prepared[14], contributing positively to the participants' theoretical understanding of climate data management and GHG

[14] These modules produced by ASCENT were somewhat generic the Coordination Unit submitted these to FAO (through another project on climate transparency) that readjusted the contents

reporting. The theoretical knowledge transfer was highly effective, but the practical application was limited, as stakeholders again lacked ongoing support.

146. The private (National Employers' Commission – CNP) and civil society (Federation of Non-Governmental Organizations in Togo - FONGTO) sectors were involved in training sessions. These were involved so as to mainstream climate change projects' financial information in the RV system. FONGTO showed great interest in the CIS but both sectors received limited attention from the project.

Output 5: The information management system is tested and operational

147. Following the establishment of the CIMS, one of the first tasks was to put it through stringent testing and to rectify issues that arose from users. The second phase was to optimize the system, engage stakeholders, and share knowledge around the CIMS to be applied in every sector. By March 2024, the CIMS was functional, although it had technical challenges for sectors that required ongoing technical support from other stakeholders.

148. Deliverables:

- System testing and optimization: system testing began in mid-2023, continuing right until project closure by March 2024, involving simulations to test data input, retrieval, and reporting functionalities. Initial feedback from sectoral users revealed several issues, including data input errors, system crashes, and accessibility challenges. To address these, a series of software updates were rolled out in late 2023, improving system stability and user interface design. By the project's conclusion, most of the identified technical issues had been resolved, though the system continued to face challenges related to data integration from certain sectors.
- Knowledge-sharing and training strategy: the project implemented an extensive knowledge-sharing strategy to ensure that stakeholders could use the CIMS effectively. This included five knowledge-sharing workshops held between 2022 and 2023, which trained MRV focal points and other sectoral stakeholders on how to input and manage climate data. In addition to these workshops, instructional materials, including user guides and training videos, were developed to provide ongoing support. There were insufficient interactions between the MERF Communication Unit and the project. There is little evidence as to who might be in charge of the knowledge-sharing tools and overall strategy, once the project is closed
- Final system deployment: the final phase of system deployment occurred in early 2024, after the system had undergone multiple rounds of testing and optimization. The CIMS was fully functional across all priority sectors, though data integration challenges remained in some areas. A key aspect of the deployment was ensuring that all focal points had access to the system and were capable of managing data within their respective sectors. The platform for public access remains of little interest as few if any focal points entered data that has been validated.

149. Challenges include (i) technical issues identified during testing, (ii) limited post-deployment support, (iii) system maintenance and sustainability (limited capacity of local IT staff and issues due to system design externalisation through ASCENT).

150. Overall Availability of Outputs: while the project delivered most of the planned outputs, several key components, especially in terms of operational readiness and inter-institutional coordination, remain incomplete. The necessary infrastructure, equipment, and training were provided, but the technical issues, coordination

challenges, and lack of follow-up support hindered their practical availability. Based on this assessment the availability of outputs is rated as Moderately Satisfactory (MS). This reflects that 60-80% of the outputs were in real conditions available (although 100% were delivered) with their full functionality and integration into climate transparency efforts constrained by the aforementioned challenges.

Rating for Availability of Outputs: Moderately Satisfactory (MS)

Achievement of Project Outcome

151. The project aimed to establish institutional arrangements and strengthen capacities to ensure Togo can collect, document, store, and communicate climate transparency data in a central information management system. This outcome was intended to comply with UNFCCC guidelines and align with the Paris Agreement's enhanced transparency framework.

152. Achievements and Implementation

    1. Institutional arrangements: the project successfully enhanced Togo's institutional framework for climate transparency, within the Environment Directorate (DE), which houses the MRV (Measurement, Reporting, and Verification) system. The DE, under the Ministry of Environment, is responsible for managing climate data collection and coordination among sectoral ministries, including energy, agriculture, and land use. The project facilitated data-sharing protocols between these sectoral ministries and the Ministry of Environment, though inter-sectoral coordination was still not fully optimized. Delays in formalizing memoranda of understanding (MOUs) between the DE and other ministries were reported, limiting the fluidity of data exchange and creating bottlenecks in the reporting process. Eventually, MOUs were finalised
    2. Capacity building: extensive training was conducted to equip stakeholders across relevant ministries with the skills needed to operate the MRV system and manage climate data. Over 80% of participants reported improvements in their capacity to handle climate transparency data. The training modules covered key areas such as GHG inventories and reporting processes and were tailored to the needs of the different sectors. However, the interviews during the in-country mission pointed out that the practical application of these skills was limited due to a lack of post-training technical support. Without consistent follow-up, many trained stakeholders struggled to fully integrate the skills into their everyday work, particularly in using the climate information management system effectively.
    3. Climate Information Management System: a central Climate Information Management System (CIMS) was developed under the leadership of the DE, with the intention of facilitating centralised storage and management of climate data. While the system was technically installed and initial tests were conducted, the assessment evidenced that it was only partially operational by the project's end. Persistent technical issues, such as data input errors and limited/no access to the system, reduced its usability. Many sectors encountered challenges in consistently uploading and sharing data, which affected the system's capacity to serve as a reliable platform for national climate transparency reporting.
    4. Equipment for priority sectors: the project delivered necessary equipment, including computers and UPS devices, to priority sectors to enhance data collection and reporting capabilities. However, some issues must be highlighted such as the malfunctioning of UPS devices and underutilization of equipment in several sectors. These problems were largely attributed to inadequate technical training and support, leading to a gap between the delivery of equipment and its

effective use. This hindered the overall capacity of these sectors to contribute reliable data to the MRV system housed under the DE.

153. Challenges and Limitations

- Coordination delays: the project established the MRV system within the Environment Directorate (DE), but delays in signing MOUs with other ministries limited effective coordination and data-sharing efforts. This weakened the institutional framework's ability to fully integrate cross-sectoral climate data management.
- Technical challenges: significant technical difficulties persisted in the operation of the climate information management system, including system access issues and data integration problems. These challenges were highlighted and stakeholders noted the difficulty in using the system efficiently, thus reducing the project's capacity to fulfil its climate reporting goals.
- Lack of follow-up support: despite successful training sessions, the lack of consistent technical support following the training limited the practical application of the knowledge gained by participants. This issue was a key finding of the in-country mission, indicating that while capacity building was achieved in theory, it did not translate fully into everyday use due to insufficient follow-up.

154. The project achieved its primary goal of establishing institutional arrangements and capacities for climate transparency in Togo, with the MRV system housed under the Environment Directorate (DE). Despite challenges such as technical issues with the information management system, coordination delays, and limited post-training support, significant progress was made in developing the system, building capacity, and providing the necessary infrastructure for climate data management.

Rating for Achievement of Project Outcome: Moderately Satisfactory (MS)

Strategic Q1: Did the State and non-state actors participate in the project and adopt the enhanced transparency framework arrangements under the Paris Agreement? If so, what are the key project elements that contributed to allowing them to do so? If not, what prevented them from doing so?

While both state and non-state actors in Togo have participated in the project, the emphasis has been put on state actors that have adopted the enhanced transparency framework (ETF) under the Paris Agreement. Several key elements of the project contributed to enabling their participation and adoption: the project established clear roles for stakeholders involved in the Monitoring, Reporting, and Verification (MRV) system. The creation of a National Transparency Framework Secretariat and National Climate Transparency Committee ensured continuous stakeholder engagement and management of climate transparency initiatives. Significant capacity-building efforts were directed at training focal points from various sectors to manage data collection, processing, and reporting. The establishment of a climate change information management system under the project allowed for the streamlined collection, transmission, and dissemination of climate data. This system encouraged collaboration between stakeholders, enabling them to meet the requirements of the ETF. Despite these efforts, there were obstacles such as still weak institutional arrangements, gaps in technical capacity, and data management challenges. Overall, despite some training activities, Non-State Actors did not play a significant role in the enhanced transparency framework arrangements.

Box 1: Strategic Question 1 - Participation and adoption of the enhanced transparency framework arrangements

Strategic Q2: Did the project contribute to strengthening/improving transparency mechanisms of national institutions for domestic and UN conventions reporting? If so, please explain how.

Yes, the project has contributed significantly with (i) the creation and institutionalization of an MRV Systems that facilitates the collection, management, and reporting of climate-related data and integrates various data-holding structures from different sectors, (ii) strengthened institutional frameworks though which national institutions, such as the Directorate of Environment (DE) and the National Climate Change Committee, have been empowered to handle their reporting commitments under the Paris Agreement and other UN frameworks, (iii) capacity building targeting national and sectoral teams, including those responsible for greenhouse gas (GHG) inventories, mitigation, and adaptation reporting, so as to enhance their capacity to report through Biennial Update Reports (BURs) and National Communications (NCs) and (iv) data management and collaboration by improving data storage and management systems, as well as fostering collaboration between ministries.

Box 1: Strategic Question 2 - strengthening/improving transparency mechanisms of national institutions for domestic and UN conventions reporting

Strategic Q3: Did the State and Non-State actors participating in the project adopt the new tools developed by the project? If so, what are the key project elements that contributed to allowing them to do so? If not, what prevented them from doing so?

No, the adoption of the new tools by non-state actors (NSA) was limited, as the project's primary focus was on state institutions. While the project concentrated on building the capacity of government ministries and agencies, the involvement of non-state actors, such as the private sector and civil society, was minimal. Still, civil society organizations showed a particular interest in the new tools developed, especially in climate data collection and transparency processes. The key project elements that contributed to the adoption by state actors include: (i) targeted capacity building of state actors equipping them with the skills to manage and report climate data using the MRV tools. This led to a higher adoption rate among government entities. Equipment provision to ministries and sectoral agencies to support their use of the MRV system, making it easier for them to adopt these new tools into their operational processes.

More extensive involvement of civil society and private sector actors could have further expanded the reach and impact of the project's tools.

Box 2: Strategic Question 3 – adoption of new tools developed by the project

Likelihood of Impact

155. The likelihood of impact assesses the potential of the CBIT Togo project to achieve long-term climate outcomes, particularly in terms of reduced greenhouse gas (GHG) emissions and enhanced climate-resilient development. It examines the key factors influencing the project's impact, including the operational status of the MRV system, institutional capacities, and stakeholder engagement. It also considers whether the project outputs and outcomes are positioned to drive progress toward intermediate states and broader impacts. Challenges such as data integration and technical

support are assessed to determine the project's likelihood of delivering lasting climate benefits

156. The flow to estimate the likelihood of impact is presented in Table 4

Impact	Likelihood	Justification
Drivers to support transition from Outputs to the Project Outcome are…	**Partially in place**	Although the MRV system and institutional frameworks were established, issues such as delays in sectoral data integration and incomplete post-training support limited the full transition from outputs to outcomes.
Assumptions for the change process from Outputs to Project Outcome…	**Partially hold**	Key assumptions regarding political commitment and sectoral engagement held, but technical issues with system usability and coordination hindered a full transition.
Proportion of Project Outcome fully or partially achieved	**Some**	Several important outcomes, including institutional arrangements and system infrastructure, were achieved, but challenges like incomplete data integration delayed full achievement.
Which project outcome (the most important to attain intermediary states/impact or others)?	**Most important**	The outcome is related to institutional frameworks and the MRV system. So these were critical for reaching intermediary states.
Level of Project Outcome achievement?	**Partial**	The project partially achieved its outcomes, as the system was operational but faced technical and operational issues affecting overall functionality.
Drivers to support transition from Project Outcome to Intermediate States are…	**Partially in place**	Institutional drivers, such as MRV infrastructure and stakeholder engagement, were partially in place, but coordination and system issues limited progress.
Assumptions for the change process from the Project Outcome to Intermediate States…	**Partially hold**	Assumptions of smooth data integration and system usage partially held, but technical and coordination challenges limited the achievement of intermediary states.
Proportion of Intermediate States achieved?	**Some**	Some intermediate states were achieved, such as the establishment of institutional frameworks and the MRV system, but full data integration remained incomplete.
Level of Intermediate State achievement?	**Partial**	Intermediate states were partially achieved due to ongoing technical and coordination issues impacting the system's full functionality.
Drivers to support transition from Intermediate States to Impact are…	**Partially in place**	While drivers such as stakeholder engagement were in place, technical challenges continued to impede the full transition to long-term impacts.

Impact	Likelihood	Justification
Assumptions for the change process from Intermediate States to Impact	**Partially hold**	Assumptions regarding the MRV system's full integration into sectoral data collection and reporting partially held due to technical limitations.

Table 4: Likelihood of impact

Achievement of Likelihood of Impact: Likely

157. The project incorporated gender considerations both within beneficiary institutions and through its broader climate transparency framework. Internally, the project organized a gender awareness workshop in March 2023, reaching 36 decision-makers across key ministries and institutions involved in climate data management. Additionally, 75 participants (28% women) attended capacity-building sessions on climate transparency in 2022, followed by gender-disaggregated data collection training targeting ministries like energy, agriculture, and waste management. This initiative aimed to promote gender mainstreaming within the MRV system by enhancing the understanding of gender-specific impacts in climate data reporting.

158. Externally, while the MRV mechanism primarily focuses on climate data collection, it has the potential to influence gender-related policy planning. By integrating gender-disaggregated data, the MRV system could help policymakers better understand how climate change affects men and women differently, thereby informing more inclusive climate resilience strategies for the broader population.

159. In summary, the rating for effectiveness:

- Rating for Availability of Outputs: Moderately Satisfactory
- Rating for Achievement of Outcomes: Moderately Satisfactory
- Rating for Likelihood of Impact: Likely

Rating for Effectiveness: Moderately Satisfactory (S)

E. Financial Management

Adherence to UNEP's Financial Policies and Procedures

160. The financial management of the Togo Climate Transparency Framework project has adhered to UNEP's financial policies and procedures, as outlined in various Project Implementation Reports (PIRs) and audit findings.

161. Throughout the project, quarterly financial reports were produced regularly, ensuring transparency and accountability in managing funds. The reports provided critical insights into budgetary performance at regular intervals, allowing project management to adjust plans accordingly. Importantly, each report included a projected expenditure for the following quarter, facilitating better financial planning.

162. Timely cash advances were made to the National Environmental Management Agency (ANGE), and records were clear and well-maintained. The project underwent financial

audits in 2021 and 2022, with no major concerns raised regarding the use of funds. These audits confirm that the project utilized its budget in accordance with the approved financial plan.

163. In addition, budget revisions were prepared to reallocate unspent funds from 2020 and 2021 to later years, reflecting UNEP's flexible approach to addressing unforeseen delays, such as those caused by the COVID-19 pandemic.

Financial management components:		Rating	Evidence/ Comments
1. Adherence to UNEP's policies and procedures:		HS:HU	HS
Any evidence that indicates shortcomings in the project's adherence[15] to UNEP or donor policies, procedures or rules		Yes/No	No
2. Completeness of project financial information:			
Provision of key documents to the reviewer (based on the responses to A-H below)		HS:HU	HS
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes/No or N/A	Yes – at design, both the GEF budget and co-finance cost costs tables arranged by budget line for each component and PMC costs.
B.	Revisions to the budget	Yes/No or N/A	Yes – Budgets rev1 and rev2 were provided
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes/No or N/A	Yes – all relevant legal agreements provided
D.	Proof of fund transfers	Yes/No or N/A	Yes – cash advance confirmation provided
E.	Proof of co-financing (cash and in-kind)	Yes/No or N/A	Yes – annual co-finance reports and co-finance letters provided.
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	Yes/No or N/A	Yes – quarterly expenditure reports provided by budget line for all relevant reporting periods; final report provided as well
G.	Copies of any completed audits and management responses *(where applicable)*	Yes/No or N/A	Yes – copies of independent financial audits provided.
H.	Any other financial information that was required for this project (list):	Yes/No or N/A	No
3. Communication between finance and project management staff		HS:HU	HS
Project Manager and/or Task Manager's level of awareness of the project's financial status.		HS:HU	S; the one-month delay in receiving project account balance updates (from the Togo central bank) has been somewhat disruptive, making it difficult to effectively plan expenses on a monthly basis.

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

Fund Management Officer's knowledge of project progress/status when disbursements are done.	HS:HU	HS
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.	HS:HU	S
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.	HS:HU	HS
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the review process	HS:HU	HS
Overall rating		**Highly Satisfactory**

Rating for Adherence to UNEP's Financial Policies and Procedures: Highly Satisfactory

Completeness of Financial Information

164. The project financial information has been consistently documented and accessible, ensuring a transparent overview of all financial transactions. Detailed budgets, as submitted and approved by the GEF, were available and clearly outlined per project component, facilitating structured financial reporting. Expenditures were closely monitored and aligned with the approved budget or the necessary budget revisions, which were timely executed to account for project delays and reallocations.

165. The project's **delivery rate** — with **96% of the planned budget spent** — demonstrates highly effective financial execution, reflecting that nearly all allocated funds were utilized as intended. When excluding the budget provisioned for evaluation(s) (which is currently yet to be fully spent) this ratio reaches 99% of the planned budget. The two audit reports confirmed the project's adherence to financial protocols, with no major discrepancies noted in the use of funds.

166. The project's financial management benefited from experienced staff who implemented necessary amendments and revised budgets as required. This financial oversight ensured a smooth flow of funds between UNEP and ANGE, preventing any significant disruptions in project implementation.

Component/sub-component/output ***All figures as USD***	**Estimated cost at design**	**Actual Cost/ expenditure**	**Expenditure ratio (actual/planned)**
- Outcome 1	918,437	875,444	95%
- PMC	91,830	91,830	100%
GEF grant (total)	1,010,267	967,274	96%
Cofinancing	300,000	310,000	103%
No financial information was available per output			

Table 5: Expenditure by Outcome

Rating for Completeness of Financial Information: Highly Satisfactory (HS)

Communication Between Finance and Project Management Staff

167. The coordination between the Finance and Project Management teams was essential for managing financial resources and aligning them with project objectives. The National Environmental Management Agency (ANGE), in its role as the Executing Agency, facilitated ongoing communication between these teams to monitor financial activities and support the execution of project tasks.

168. Periodic financial reporting was conducted to track expenditures against the budgeted activities. This communication enabled managing financial disbursements, particularly for key activities such as the procurement of equipment for the MRV system and organizing capacity-building workshops. However, challenges emerged, including delays in procurement processes, which required adjustments to financial plans.

169. In some cases, deviations between planned and actual expenditures necessitated revisions. For instance, delays in the installation of equipment impacted the financial timeline, but these were managed through coordinated efforts between finance staff and project management to minimize disruption. Adjustments were made where necessary to ensure alignment with both project needs and UNEP's financial oversight requirements.

170. While the collaboration between the finance and project management teams was generally effective, there were instances where financial and operational delays required corrective measures. Communication between the teams allowed for ongoing budget reviews, ensuring that the project remained on track, albeit with some delays in implementation.

Rating for Communication Between Finance and Project Management Staff: Satisfactory

Rating for Financial Management:	**Highly Satisfactory (HS)**

F. Efficiency

171. The project demonstrated mixed efficiency in terms of resource utilization and timeliness. While the project has made significant progress in achieving some of its intended outputs, several challenges impacted the timely and cost-effective delivery of results.

Economic Efficiency

172. The project's financial resources were allocated primarily towards capacity building, the establishment of the MRV (Measurement, Reporting, and Verification) system, and procurement of equipment to support climate data management. In terms of converting inputs to outputs, the project successfully initiated the development of a national information system for climate transparency and organized several capacity-building workshops. However, delays in the procurement of essential equipment, such as the central server and backup server, resulted in delays, affecting the project's ability to implement the MRV system efficiently. The procurement processes followed national procedures, which extended timelines and hindered operational progress. Cost-effectiveness was achieved in areas such as training workshops, but the delays in procurement and other operational challenges reduced the overall economic efficiency.

173. Additionally, financial resources were reallocated to cover areas not originally considered at the project formulation stage, such as communication efforts, which enhanced the project's visibility. Budgets for workshops were underestimated at the formulation stage, leading to difficulties covering unexpected costs, like venue and hotel expenses. This required further resource adjustment to ensure the smooth organization of training events.

Operational Efficiency

174. Operational efficiency was affected by delays in setting up the Project Management Unit (PMU) and recruiting key personnel, such as the National Technical Coordinator. These delays, coupled with disruptions from the COVID-19 pandemic, impacted the early phases of the project, pushing back important activities such as the establishment of the MRV system. Although financial resources were very well-managed, the late start and the need for multiple timeline extensions indicate that human and logistical resources were not always fully optimized. Moreover, while capacity-building efforts were robust, gaps remained in the operational use of acquired skills, particularly in applying the knowledge gained from training to ongoing MRV activities.

175. Despite these challenges, the mechanism for deliverable production and validation was well-organized: inception meeting with the consultant(s), draft proposal reviewed by an informal technical committee, official draft proposal to relevant technical specialists for comments (focal points and resource persons), and official validation in plenary. Overall, all this ensured that once activities began, outputs such as reports and technical deliverables were produced and approved efficiently, helping the project maintain momentum in its later stages. Hence, the project team has been quite efficient in solving issues but also some sense of initiative (e.g. more videos were prepared; many more people benefitted from training sessions than ProDoc-planned).

Timeliness

176. The project encountered several timeline adjustments, with the original project completion date extended from 2023 to 2024 due to early delays and evolving operational issues (e.g. procurement). Although some progress has been made, including the establishment of key institutional frameworks and the development of the MRV system, these were achieved later than initially anticipated. The delayed procurement of equipment and challenges in coordinating with relevant ministries further slowed the implementation of critical outputs. A 6-month delay in the procurement and installation of key equipment like servers disrupted the early phases of MRV system implementation. This pushed back to the late stages of project implementation many activities. Despite these challenges, the project remains on track to meet its extended deadlines, but timeliness has been a consistent issue throughout the implementation.

177. Finally, technical issues such as power outages, data input issues, and software bugs delayed the final operationalization of the MRV system. However, adjustments in budget allocation to unforeseen areas like communication and public engagement allowed the project to mitigate some of these delays and maintain progress towards its goals.

Strategic Q4: What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance?

The project, which officially began in July 2020, experienced delays in its actual start due to both administrative issues and the COVID-19 pandemic. The establishment of the Project Management Unit (PMU) and recruitment of key staff were delayed, with the project's activities only starting in March 2021. This delay was compounded by the pandemic, which affected field-based activities. For example, planned in-person field consultations to support the Measurement, Reporting, and Verification (MRV) system were postponed due to travel restrictions and limitations on gatherings. These consultations were essential for coordinating climate data collection efforts across ministries, but their postponement slowed the development of the MRV system. Capacity-building workshops, initially planned to be held in person, were moved online due to the pandemic. This led to delays in technical training, particularly for stakeholders involved in data collection and reporting for the climate information management system. Connectivity issues for some participants further delayed these sessions. Additionally, missions to rural areas to collect climate-related data were postponed, affecting the timeline for implementing the MRV system.

Box 3: Strategic Question 4 – Adaptation and performance due to COVID-19

Rating for Efficiency: Moderately Satisfactory (MS)

G. Monitoring and Reporting

Monitoring Design and Budgeting

178. The project was built on a well-structured Monitoring and Evaluation (M&E) plan, embedded from the project's inception. The ProDoc provided a detailed M&E framework, including a work plan and an indicative budget, ensuring that monitoring activities were adequately funded and aligned with the project's goals. Key personnel, including the coordinator, were responsible for overseeing the M&E activities, which were clearly outlined in their Terms of Reference (TORs). The Project Steering Committee (PSC) also played a role in reviewing M&E outcomes, ensuring transparency and accountability throughout the project's lifecycle.

179. The project's indicators were developed using the SMART approach (Specific, Measurable, Achievable, Relevant, and Time-bound), making them effective for tracking project progress. The indicators included baselines and target values, ensuring that changes could be monitored effectively over time. The design also incorporated gender-disaggregated data collection, with a focus on promoting gender equity in project activities.

180. Project activities were followed through a milestone-based planning of deliverables (Excel).

181. The M&E budget was comprehensive and sufficient, covering all major activities, including data collection, monitoring, reporting, and evaluations. Furthermore, the reallocation of financial resources during project implementation (e.g., for communication activities) showcased the flexibility built into the budget to adapt to unforeseen needs.

Rating for Monitoring Design and Budgeting: Highly Satisfactory (HS)

Monitoring of Project Implementation

182. Throughout its implementation, the project's monitoring system was both thorough and effective. Regular updates were provided to the PSC, while the use of key progress reports such as PIRs (Project Implementation Reports) and Half-Yearly Progress Reports (HYPRs) allowed for detailed reviews of the project's status. The M&E framework was particularly effective in highlighting areas that required adjustments, ensuring the project remained responsive to changing circumstances.

183. The project team effectively utilized monitoring data to enable adaptive management, adjusting activities in response to emerging challenges. For example, delays in procuring critical equipment for the MRV system were identified early on, leading to an adjustment of timelines and reallocation of resources to ensure the project stayed on track. Initial disruptions caused by the COVID-19 pandemic were mitigated through adjustments to the work plan, allowing essential activities to proceed once better working conditions emerged.

184. Gender-disaggregated data was collected during the implementation phase. For instance, during capacity-building workshops, participation was tracked by gender, and efforts were made to ensure that women were well-represented. Gender data allowed the project to monitor inclusivity and address gender imbalances as needed.

GEF Portal question 1: What was the performance at the project's completion against Core Indicator Targets?

The Core Indicator is the number of direct beneficiaries disaggregated by gender as a co-benefit of GEF investment. The project set a target of 80 direct beneficiaries (48 men, 32 women) and ultimately achieved 226 participants (172 men, 54 women), surpassing its initial goal. Note that the ratio is heavily skewed towards men, evidencing the imbalance between men and women within the public sector.

Box 4: GEF Portal question 1 – project performance against Core Indicator Targets

Rating for Monitoring of Project Implementation: Highly Satisfactory

Project Reporting

185. Project reporting was very good throughout the project's lifecycle. The project team consistently met UNEP's reporting standards, providing comprehensive and timely reports, including PIRs and HYPRs. These reports detailed progress on key outputs, such as the MRV system's development, procurement status, and capacity-building activities. The reports also addressed challenges, including procurement delays and COVID-19-related disruptions, and proposed solutions, demonstrating the project's proactive management approach.

186. The reporting process was supported by the well-organized M&E system, including an Excel-based tracking tool that recorded key indicators in near real time. This system allowed for accurate and detailed reporting, ensuring that progress was thoroughly documented. The inclusion of gender-disaggregated data in reports further enhanced the quality of reporting, allowing UNEP and other stakeholders to track inclusivity throughout the project.

187. The quality of the reporting enabled effective decision-making and adaptive management. For instance, the reallocation of resources for under-budgeted areas,

such as communication efforts and workshop logistics, was identified through monitoring reports and addressed. This responsiveness ensured that the project could continue meeting its objectives despite challenges. There was good UNEP support to the project team, including in-country visits once a year (COVID-19 excluded).

Rating for Project Reporting: Highly Satisfactory

Rating for Monitoring and Reporting: Highly Satisfactory (HS)

H. Sustainability

Socio-political Sustainability

188. The socio-political sustainability largely depends on the continued political will and engagement of key national stakeholders to maintain and enhance climate transparency systems. As the project likely secured strong political support from the government (with the adoption of an order and the subsequent nomination of focal points, this suggests a favourable outlook for the continuation of the project's socio-political benefits post-completion.

189. The government's endorsement of the project objective aligns closely with its obligations under the Paris Agreement, particularly in enhancing national capacities for climate reporting and monitoring. This commitment is demonstrated by the involvement of the National Environmental Management Agency (ANGE) as the executing agency and the designation of focal points within the Ministry of Environment and Forest Resources as well as within the other Ministries for agriculture, energy and industrial processes. The project also sought the involvement of a wider range of stakeholders, including Civil Society Organizations (CSOs) and the private sector, albeit to a lesser extent due to financial constraints, but regular stakeholder meetings (including from the PSC) have provided opportunities for feedback, ensuring that the project remains responsive to national needs. For example, the consultations held on the institutional framework for the MRV system fostered strong support from various sectors. Social stability within Togo has also contributed to the project's resilience. Despite occasional delays due to external factors, such as the COVID-19 pandemic, the socio-political environment has generally been conducive to project activities. Furthermore, the institutional support provided by ANGE, along with the establishment of permanent MRV structures within the DE suggests that the systems put in place by the project are likely to continue functioning after the project's closure. The involvement of various government ministries, including those focused on agriculture, and energy, indicates a broad institutional commitment to the project's goals. Some potential risks include changes in political leadership or government priorities that could undermine the long-term commitment to climate transparency. For example, the upcoming presidential elections in 2025 could affect the continuity of support from key government ministries but the involvement of civil society has been positive and remains strong in seeking out from the government and donors in general more support on climate transparency. With strong political support, institutional backing, and broad stakeholder engagement, socio-political sustainability is very likely for the CBIT project.

Rating for Socio-political Sustainability: Likely

Financial Sustainability

190. The financial sustainability will depend on both national budget allocations and international co-financing. While significant progress has been made in establishing the institutional framework and acquiring the necessary technical infrastructure, the long-term sustainability of the system will require ongoing financial commitments from the Government and likely continued international assistance. The Government has demonstrated commitment to financing the project, contributing $310,000 in co-financing (in-kind) alongside the $1,010,267 provided by GEF. The government made sure that budget revisions were approved to reallocate unspent funds from earlier years to extend the project timeline into 2024. This flexibility indicated a willingness to ensure the completion of project activities, even amidst challenges such as the COVID-19 pandemic, which delayed the early implementation of key components. Still, the extent of future budget allocations to maintain and operate the MRV system is unclear. While the government has expressed intentions to sustain these outcomes, there is no long-term budgetary commitment explicitly defined for the period beyond 2024. Without firm allocations, the system may face challenges in terms of operational sustainability, especially regarding ongoing costs related to maintaining data infrastructure, staff training, updating the MRV system as required and funding of the institutional structures.

191. The project has employed various cost-effective strategies to ensure the financial viability of the MRV system. By leveraging the technical and institutional capacities of the National Environmental Management Agency (ANGE) and the Direction of Environment (DE) and relying beyond ASCENT on national expertise, the project sought to focus on building local expertise. This change of focus on national ownership is a positive indicator for financial sustainability, potentially lowering future recurrent costs by utilizing existing governmental structures. In addition, the centralization of climate-related data through the MRV system at DE allows for a more efficient management approach, reducing the duplication of efforts across sectors.

192. Some risks include:

- the project's reliance on public sector financing, without clear provisions for long-term budgeting as the 2023 PIR highlighted the need for continuous funding to support operational costs, particularly related to the MRV system's technological infrastructure and capacity-building efforts. In the absence of external funding sources, such as international climate finance mechanisms (e.g., the Green Climate Fund), maintaining the system may prove challenging in the long run.
- the need for regular updates, system maintenance, and staff training that will require financial resources. Without sustained investments, the system's effectiveness may diminish over time, especially in the face of new climate reporting requirements under the Enhanced Transparency Framework (ETF).

193. In that context, the role of International Support remains crucial for the continued sustainability of the MRV system, at least, in the forthcoming years. This might require further international financial support and enhancing the government's strategy to foster partnerships with regional and international organizations to help bridge financial gaps and provide technical support for system upgrades and adaptation to future climate reporting requirements.

Rating for Financial Sustainability Moderately Likely

Institutional Sustainability

194. The project has made significant progress in building lasting institutional capacity, particularly through the formalization of climate governance structures and capacity-building efforts. A key milestone of the project was the formal establishment of institutional arrangements through national legislation. The project facilitated the signing of a national order that designates key roles for climate transparency within government bodies, including the establishment of sectoral focal points across various ministries and the operationalization of the National Climate Transparency Committee (CNTC). This order solidifies the roles and responsibilities necessary for the ongoing operation of the Measurement, Reporting, and Verification (MRV) system, ensuring that these frameworks remain active post-project.

195. However, integrating the MRV framework into a legally binding decree under the forthcoming climate law would enhance its long-term sustainability and enforceability. A decree would solidify the MRV system's role within the national climate strategy, ensuring it remains operational regardless of political or administrative changes. This legal integration is crucial for institutionalizing climate data collection, reporting processes, and inter-ministerial collaboration, strengthening Togo's compliance with international climate agreements.

196. In addition, the project created Memoranda of Understanding (MoUs) between different ministries, which formalized inter-ministerial collaboration and data-sharing responsibilities. The institutionalization of these agreements is crucial for sustaining the governance structures built during the project and ensuring that the country continues to meet its international climate reporting commitments. Over 70 staff members from key ministries were trained on GHG inventories, quality assurance (QA) and quality control (QC) protocols, and climate data management. Interviews pointed out the fact that while QC/AC training was well-received, the question of data quality arose immediately with the main issue being the lack of involvement of the regional and local levels in the MRV system under this project to ensure adequate data collection protocols and overall data quality from its source.

197. By institutionalizing this technical knowledge within the National Environmental Management Agency (ANGE) and other government bodies, the project has positioned Togo to continue improving its climate transparency systems with less reliance on external support.

198. The project also fostered stronger institutional ownership, with key government bodies fully integrated into the climate transparency process. The MERF has played a central role in coordinating climate reporting efforts, while other ministries—such as those overseeing agriculture, energy have also been actively involved. This cross-sectoral approach has ensured that the MRV system is well-rooted in national governance, increasing the likelihood of its sustainability.

199. Some risks to institutional sustainability include the potential turnover of trained personnel, which could lead to a loss of institutional knowledge although the national MRV order provides a legal foundation for continued operations. In any case, the success of the MRV system will depend on maintaining skilled staff and updating technical knowledge as new climate reporting standards emerge; this is an issue as interviews showed that post-training support remains essential.

Rating for Institutional Sustainability: Likely (L)

Rating for Sustainability (Likelihood):	Likely (L)

I. Factors Affecting Performance and Cross-Cutting Issues

Preparation and Readiness

200. The project benefited from early engagement with stakeholders, including government ministries, civil society organizations (CSO), and technical partners. This approach ensured that partner capacities were assessed and confirmed before the project's official launch, minimizing delays in mobilization. The inception workshop also aligned key stakeholders on the project's approach, timeline, and objectives.

201. Overall, the extensive stakeholder consultations, workshops, and training sessions organized during the preparation phase reflect the project's strong emphasis on inclusive participation. This high level of engagement across sectors ensured that the MRV system was designed to meet national needs while adhering to international climate reporting standards.

Rating for Preparation and Readiness: Highly Satisfactory

Quality of Project Management and Supervision

202. Led by the National Environmental Management Agency (ANGE), the project management team maintained effective communication, and adapted well to varying conditions. Regular Project Steering Committee (PSC) meetings were conducted, which facilitated close monitoring of progress and provided a platform for addressing any emerging challenges. These meetings allowed for continuous feedback from stakeholders, which was incorporated into project adjustments, showcasing responsive and participatory management.

203. One of the key achievements of the management team was their ability to adjust the project staff structure when needed. For instance, they increased staff salaries to retain qualified personnel and streamlined the team by removing one position. This change helped ensure that the remaining staff were better compensated, which contributed to a more efficient team and allowed them to focus on priority areas. The project management team adhered to strict timelines for submitting reports to UNEP, consistently meeting deadlines for technical and financial reports. This timeliness reflected well on the project's overall organization and supervision, ensuring transparency and accountability. All required reports, including Progress Implementation Reports (PIRs), were delivered on time, contributing to the smooth financial and operational oversight of the project. the management team demonstrated adaptability, especially in response to the COVID-19 pandemic. Faced with disruptions to in-person meetings and training sessions, the team quickly pivoted to online platforms, minimizing delays. This flexibility highlighted their problem-solving abilities and commitment to keeping the project on schedule despite external challenges.

204. Stakeholders from government ministries, civil society organizations (CSOs), and technical experts were kept well-informed of project developments through regular updates, workshops, and consultations. This strong flow of information ensured that all partners were engaged and aligned with the project's goals.

205. The Project Steering Committee (PSC) played a critical role in maintaining oversight, guiding the project's direction, and ensuring that the management team remained accountable. The annual PSC sessions provided a platform for resolving issues, approving work plans, and ensuring that budget allocations were in line with project needs.

Rating for Quality of Project Management and Supervision: Highly Satisfactory (HS)

Stakeholders Participation and Cooperation

206. While focussing primarily on civil servants, the project ensured the involvement of a wider range of actors from government ministries, civil society organizations (CSOs), the private sector, and technical experts. Stakeholder engagement has been reflected from the inception of the project with representatives from various ministries, including those responsible for agriculture, industry and energy. They all participated in workshops, consultations, and Project Steering Committee (PSC) meetings. The PSC meetings provided a structured way for stakeholder inputs to be incorporated into project decisions and work plans, reflecting their ongoing commitment to the project's goals. There was a strong focus on capacity building with technical training sessions aimed at enhancing stakeholders' abilities to use the MRV system and report on climate-related data. As an example, training sessions covering topics such as data management, greenhouse gas (GHG) inventories, and the use of the 2006 IPCC Guidelines received positive feedback, particularly for their relevance and practical focus. However, some stakeholders expressed a desire to delve deeper into the training content, indicating their strong engagement and interest in understanding the technical aspects more thoroughly.

207. The enthusiasm of stakeholders was notable, especially in the context of capacity building. During several workshops, participants expressed a high level of satisfaction with the training they received, particularly with the hands-on learning approach (e.g. training modules). There was a clear demand from participants for additional training on complex topics like GHG data collection methodologies and vulnerability assessments, reflecting their desire for deeper involvement and expertise. In that context there is a high probability of continued support beyond the project's lifespan

GEF Portal question 2: What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program?

Progress includes the engagement of state actors such as ministries and governmental agencies from all 5 priority sectors as they were involved through workshops, consultations, and Steering Committee meetings. Capacity Building has increased through training sessions to enhance the stakeholders' abilities in climate data management (MRV tools, greenhouse gas [GHG] data collection and exposure to the application of the 2006 IPCC Guidelines).

Challenges are the limited participation of Non-State Actors despite the high interest of civil society organizations. Capacity and technical gaps revolved around technical aspects of the training that were found challenging mainly because sessions were too short and lacked follow-up support. Many participants expressed a desire for more in-depth technical training on complex topics like vulnerability assessments and advanced GHG data methodologies.

Overall, the project was met with high satisfaction and demand for continued engagement and the establishment of stronger institutional ties.

Box 5: GEF Portal question 2 – progress, challenges and outcomes regarding engagement of stakeholders

Rating for Stakeholders Participation and Cooperation: Highly Satisfactory (HS)

Responsiveness to Human Rights and Gender Equality

208. While the primary focus of the project was on improving climate transparency, human rights principles, such as inclusivity and equal access to project benefits, were observed. The project did not encounter specific human rights concerns but aimed to foster broad participation from all stakeholders, supporting better access to climate-related information. Gender equality was a key consideration during the project, with attempts to ensure that both men and women had access to training and other project resources. Despite this, the participation of women remained lower than anticipated. From 20-30% in 2022 up to 33% in 2023, so the gender disparity persisted, particularly in technical areas of the project. That was to be expected due to the continued gap in the representation of women in technical roles within the public administration. The project included gender-focused training, particularly in December 2022, Gender-disaggregated data was consistently collected during the project to assess the participation of men and women in activities. This monitoring provided insights into the representation of women.

GEF Portal question 3: Were the completed gender-responsive measures and, if applicable, actual gender result areas?

Yes, gender-responsive measures were implemented in the project, though specific gender result areas were limited. A Gender Action Plan was developed to ensure the participation of women in climate-related processes, aiming to promote gender-sensitive climate policies. The plan encouraged equal participation of men and women, with a focus on improving women's participation in decision-making and ensuring women and youth were actively involved in project activities. The project included gender-sensitive indicators in the results framework, such as tracking the percentage of women appointed as focal points or involved in data management. In terms of participation, the project could not commit to a 50/50 split between men and women due to broader societal constraints. Still, efforts were made to increase women's involvement. This included ensuring that women participated in management, training, and decision-making roles. Thus, while gender representation was not entirely balanced, the project took steps to include gender-responsive measures and aimed to improve women's engagement in climate transparency efforts.

Box 6: GEF Portal question 3 – gender-responsive measures

Rating for Responsiveness to Human Rights and Gender Equality: Moderately Satisfactory

Environmental and Social Safeguards

209. As a capacity-building project, the nature of its activities posed a low risk of direct environmental or social impact. The project primarily focused on strengthening institutional capacity to meet transparency requirements under the Paris Agreement, rather than on activities with significant physical or environmental interventions. The project has been classified as a low-risk initiative due to its focus on normative capacity-building activities rather than infrastructure development or high-impact environmental interventions. Environmental and social safeguards were consistently monitored and documented in PIR: no new environmental or social risks were identified during the reporting periods, and no complaints or grievances related to potential impacts were reported. The project's risk rating remained stable throughout its implementation.

GEF Portal question 4: What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed.

The project was rated as low risk for environmental and social safeguards, as its primary focus was on institutional capacity-building for climate transparency. No significant environmental or social risks were identified throughout the implementation of the project. Initially classified as a moderate risk, the project took steps to improve knowledge-sharing by organizing events and leveraging social media platforms, which reduced this risk to low.

Box 7: GEF Portal question 4 – progress made in the implementation of the management measures against the Safeguards Plan

Rating for Environmental and Social Safeguards: Highly Satisfactory

Country Ownership and Driven-ness

210. National stakeholders, particularly government ministries demonstrated substantial country ownership and engagement. The active involvement of key institutions, such as DE within the Ministry of Environment as well as the National Environmental Management Agency (ANGE) reflects the project's alignment with national climate objectives and the government's commitment to advancing transparency in climate reporting.

211. Project Steering Committee (PSC) leadership ensured that the project remained aligned with Togo's national priorities. Several capacity-building workshops were conducted to improve the skills of national stakeholders in managing climate data and reporting. These training sessions, designed for government officials and technical staff, built long-term capacity and fostered a sense of ownership. The government's willingness to integrate these skills into national systems, such as the MRV platform, further demonstrated its commitment to sustaining the project's outcomes beyond its duration. The project was closely aligned with Togo's climate strategies under the Paris Agreement, ensuring that its objectives resonated with national goals. The inclusion of the MRV system in Togo's governance structure is an example of how the project's outcomes were embedded into the country's long-term climate strategies. Country ownership was also evident in the negotiations between the project team and ASCENT over the technical aspects of the MRV platform. There were extensive discussions about how to structure the data management system, specifically around the proposal to host the MRV on a cloud-based platform. However, in response to government concerns about sensitive data security, a decision was made to store critical climate data on physical hard drives within the country while utilizing the cloud for other aspects of the MRV system. This solution balanced the need for modern data infrastructure with national priorities around data sovereignty.

Rating for Country Ownership and Driven-ness: Satisfactory

Communication and Public Awareness

212. The initial review of the project at the inception stage showed that the communication budget was insufficient. By early mid-2021 already, several proposals were made to

readjust the communication budget, successfully. The project made several efforts to raise public awareness and communicate its key objectives, using a variety of channels and platforms to engage different audiences. Attention was given to communicating the objectives and achievements of the project to the public. A combination of traditional media (radio, television) and digital platforms (Facebook, LinkedIn, Twitter, YouTube) was utilized to enhance the visibility of the project. For example, the project created a series of video capsules showcasing its achievements, and these were disseminated widely through various platforms to ensure broader public engagement. The objective was to raise awareness about the importance of climate transparency, by participating in the West Africa Climate Transparency Hub. This platform divulges information but does not fully use it strategic position by offering additional services/support to improve CIMS within its sphere of influence. The project organized several workshops and experience-sharing events, including participation in global conferences. At COP27, the project team from Togo shared their experiences and the progress made in the implementation of transparency activities.

GEF Portal question 5: What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed.

A Knowledge Management Strategy was developed and implemented, including mechanisms for sharing lessons learned and best practices. It was part of the CBIT Global Coordination Platform. The project developed knowledge products, such as technical reports and case studies, which were disseminated via workshops and regional networks (Global/Regional CBIT and COP). Challenges included limited online engagement (issues with digital tools) and some capacity and resource constraints for some knowledge products. The project implemented a targeted communication strategy, which included traditional media like radio and TV as well as digital tools such as WhatsApp and email for broader dissemination. Lessons learned and good practices include adaptability to a variety of communication channels (both digital platforms and traditional media).

Box 8: GEF Portal question 5 – progress made in the implementation of the management measures against the Safeguards Plan

Rating for Communication and Public Awareness: Satisfactory (S)

Rating for Factors Affecting Performance: **Satisfactory (S)**

VI. CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions

213. The CBIT project successfully achieved several of its intended goals, particularly in building institutional capacity and improving data management systems to meet the Enhanced Transparency Framework (ETF) requirements under the Paris Agreement.

214. The project's primary success was in strengthening the institutional arrangements necessary for climate transparency in Togo. Key government ministries, such as the Ministry of Environment, were central to the development and operationalization of the Monitoring, Reporting, and Verification (MRV) system. This system was an essential outcome, supporting Togo's ability to fulfil its international climate reporting obligations. The project's success in formalizing inter-sectoral collaborations through signed Memoranda of Understanding (MOUs) and the establishment of focal points in various sectors contributed to its effectiveness.

215. Significant progress was also made in capacity building, with many stakeholders trained across sectors in MRV systems and climate transparency. This capacity-building initiative enhanced the technical skills of national stakeholders in key areas such as greenhouse gas (GHG) inventories and data management, providing them with the necessary tools to engage with the new MRV system. The training efforts were extensive and well-received.

216. Despite these achievements, the project faced challenges, particularly with non-state actor (NSA) involvement. While civil society organizations expressed interest in the project's tools and systems, their participation remained limited due to insufficient training opportunities. The project primarily focused on state actors, leaving NSAs underrepresented in the final implementation.

217. Another limitation was the technical issues with the climate information management system (CIMS). The system, while installed and operational by the end of the project, encountered delays in development due to initial contractor issues, power outages, and difficulties with data integration from certain sectors. Moreover, many sectors struggled with consistent data entry, and technical support was insufficient to ensure full functionality.

218. Additionally, post-training support was lacking. While many stakeholders received extensive training, the application of these skills in daily operations was hindered by the absence of continuous technical assistance. This gap might limit the long-term sustainability of the system and reduce the effectiveness of the capacity-building efforts.

219. Responses to the Strategic Questions include:

- Participation of State and Non-State Actors: the project saw significant participation from state actors, but non-state actors were not as involved. The main factors enabling state participation were the clear institutional frameworks and targeted capacity-building efforts. However, non-state actors, such as civil society, did not fully adopt the tools, primarily due to a lack of focus and engagement within the project's design itself.
- Strengthening National Transparency Mechanisms: the project contributed to the improvement of national transparency mechanisms, especially through the establishment of the MRV system and the empowerment of national institutions like the Directorate of Environment. Capacity-building initiatives also played a

critical role in enhancing the technical abilities of national teams to meet reporting obligations under the Paris Agreement.

- Adoption of Tools by Actors: state actors adopted the MRV tools effectively, largely due to focused capacity-building and equipment provision. However, non-state actors had limited adoption due to insufficient involvement and training.

220. Project delays were due to both administrative issues and the COVID-19 pandemic, with a 9-month delay. The pandemic affected key field activities, including postponing in-person consultations for the MRV system and delaying capacity-building workshops, some of which were moved online at the start of the project. Additionally, rural data collection missions were delayed, impacting the project's timeline for implementing the MRV system. In summary, the CBIT project achieved notable success in enhancing institutional capacities and developing a functional MRV system to support the country's climate transparency obligations. The project delivered important training and equipment to key stakeholders, laying the groundwork for improved data management and reporting. However, technical difficulties, coordination delays, and the limited involvement of non-state actors reduced the overall impact of the project. The MRV system, while operational, still requires ongoing technical support to ensure its long-term effectiveness and sustainability.

B. Summary of project findings and ratings

221. The table below provides a summary of the ratings and findings discussed in the Chapter V.

222. Overall, the project demonstrates a rating of '**Satisfactory**'.

UNEP Evaluation Office Validation of Performance Ratings:

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

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

– That what is being assessed is the contents of the report and the extent to which it makes a consistent and justifiable case for the performance ratings it records.

- That the consultant has, within the report, presented all the evidence that was made available to them.

- That the Review has been based on a robust Theory of Change, reconstructed where necessary, which reflects UNEP's definitions at all levels of results.

- That the project team and key stakeholders have already reviewed a draft version of the report and provided substantive comments and made factual corrections to the Review Consultant, who has responded to them. The Evaluation Office assumes, therefore, that it has received the Final (revised) version of the report.

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

223. Below is the summary of project findings and ratings16

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
Strategic Relevance	**The project aligns directly with national climate commitments under the Paris Agreement, emphasizing transparency and robust data collection systems. Its focus on capacity building enhances institutional readiness, contributing significantly to Togo's environmental governance**	**Highly Satisfactory**	**The rating is validated.**	**Highly Satisfactory**
1. Alignment to UNEP MTS, POW and strategic priorities	This initiative is closely tied to UNEP's strategic goals, particularly its climate action sub-programme. By enhancing transparency mechanisms, the project directly supports UNEP's aim to strengthen state and non-state actor involvement in climate governance.	Highly Satisfactory	The rating is validated.	Highly Satisfactory
2. Alignment to Donor/Partner strategic priorities	The project closely mirrors GEF's CBIT framework, supporting Togo in achieving the Enhanced Transparency Framework (ETF). It provides tools and capacity to meet transparency obligations, aligning with donor objectives for climate action and reporting.	Highly Satisfactory	The rating is validated.	Highly Satisfactory
3. Relevance to global, regional, sub-regional and national environmental priorities	As part of its obligations under the Paris Agreement, Togo benefits from this project's alignment with global and regional climate goals. It strengthens national transparency efforts and fosters regional collaboration, particularly within West Africa.	Highly Satisfactory	The rating is validated.	Highly Satisfactory
4. Complementarity with relevant existing interventions/coherence	This initiative fits well with other national and regional programs aimed at improving climate transparency. It strengthens ongoing efforts by creating synergies, particularly with initiatives like the West Africa Climate Transparency Hub.	Highly Satisfactory	The rating is validated.	Highly Satisfactory

[16] Most criteria will be rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability and Likelihood of Impact are rated, also on a six-point scale, from Highly Likely (HL) down to Highly Unlikely (HU) and Nature of External Context is rated from Highly Favourable (HF) to Highly Unfavourable (HU).

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
Quality of Project Design	**The project was well-designed, reflecting a clear understanding of Togo's needs in climate data management. It provided robust frameworks for institutional capacity building, though some technical challenges during implementation highlighted room for improvement.**	**Satisfactory**	**The rating is validated.**	**Satisfactory**
Nature of External Context	**External conditions posed few if any difficulties. Of little concern was the COVID-19 pandemic at project start.**	**Favourable**	**The rating is validated.**	**Favourable**
Effectiveness	**The project established key systems and institutional structures but faced delays in operationalizing the climate information management system. Inconsistencies in data integration and limited follow-up after capacity-building workshops reduced the overall impact. While some progress was made, key outcomes were only partially achieved, requiring further efforts to fully meet project objectives.**	**Moderately Satisfactory**	**The rating is validated.** The Evaluation Office notes some inconsistency in the use of words and abbreviation letter in recording the overall Effectiveness rating on pg 46.	**Moderately Satisfactory**
1. Availability of outputs	While the majority of outputs were delivered, there were delays and technical issues that limited their full functionality. The climate information system, though developed, faced hurdles in terms of operationalization and consistent data input.	Moderately Satisfactory	The rating is validated.	Moderately Satisfactory
2. Achievement of project outcome	Although institutional structures were established, the project's outcomes were only partially realized. Gaps in data integration and system usability prevented full achievement of intended outcomes, indicating the need for ongoing support.	Moderately Satisfactory	The rating is validated but with reservations. The review reveals that that despite the significant efforts and gains achieved, there are still significant obstacles affecting Outcome achievement, such as weak institutional arrangements, gaps in technical capacity, and data management challenges. Although all Outputs were made available, they did not translate fully into everyday use (sub-optimal uptake)	Moderately Satisfactory

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
3. Likelihood of impact	The project is likely to achieve long-term impacts, particularly in improving Togo's climate transparency framework. Institutional capacity and established systems lay a strong foundation, though continued support is required to ensure sustainability.	Likely	The transition from Outcomes to intermediate States, and eventually to the intended Impact, still appears to be experiencing significant obstacles as is clearly described in the Review (see Table 4. Likelihood of Impact). The Evaluation Office validates this rating at the level of 'Moderately Likely'	Moderately Likely
Financial Management	**Financial resources were managed efficiently, with timely reporting and adherence to UNEP policies. The project benefited from strong oversight and clear financial procedures, ensuring optimal use of available funds.**	**Highly Satisfactory**	**The rating is validated.**	**Highly Satisfactory**
1. Adherence to UNEP's financial policies and procedures	The project consistently followed UNEP's financial policies, with clear documentation and financial controls in place. This adherence ensured accountability and transparency in fund utilization.	Highly Satisfactory	The rating is validated.	Highly Satisfactory
2. Completeness of project financial information	Financial reporting was comprehensive, with all necessary information provided in a timely and transparent manner. The project maintained complete records, ensuring clarity and consistency throughout its implementation.	Highly Satisfactory	The rating is validated.	Highly Satisfactory
3. Communication between finance and project management staff	Communication between financial and project teams was generally effective, though there were occasional delays in information sharing. Improvements could enhance the efficiency of financial processes.	Satisfactory	The rating is validated.	Satisfactory
Efficiency	**Despite achieving several key outputs, there were inefficiencies in certain operational aspects, particularly in system implementation. Delays in equipment procurement and training affected overall project momentum.**	**Moderately Satisfactory**	**The rating is validated.**	**Moderately Satisfactory**

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
Monitoring and Reporting	**Monitoring mechanisms were robust, with regular reporting in line with UNEP standards. The project maintained strong oversight through frequent reviews, ensuring accountability and timely adjustments to implementation.**	**Highly Satisfactory**	**The rating is validated.**	**Highly Satisfactory**
1. Monitoring design and budgeting	The project was well-supported by a comprehensive monitoring framework, with appropriate budget allocations for oversight activities. This design allowed for efficient tracking of progress and identification of challenges early on.	Highly Satisfactory	The rating is validated.	Highly Satisfactory
2. Monitoring of project implementation	Implementation monitoring was thorough, with consistent follow-ups and reviews. The structured approach enabled stakeholders to stay informed and responsive to any emerging issues during execution.	Highly Satisfactory	The rating is validated but with a minor reservation. The review does not elaborate on monitoring tools and methodologies that are responsive to the needs of different stakeholder groups. The project might have done this, but it is difficult to determine from the report.	Highly Satisfactory
3. Project reporting	Reporting adhered strictly to UNEP guidelines, ensuring clear and transparent communication of progress. Reports were detailed, timely, and reflective of the project's ongoing developments and challenges.	Highly Satisfactory	The rating is validated but with a minor reservation. The review does not provide sufficient evidence on the quality of reporting, for instance, the extent to which project reporting helped to monitor outcome level indicators/ results.	Highly Satisfactory
Sustainability	**The project outcome has a high likelihood of sustainability, particularly in terms of institutional capacity and the climate information system. Long-term benefits depend on continued national ownership and regional cooperation.**	**Likely**	**Rating adjusted. The overall rating for Sustainability will be the lowest rating among the three sub-categories**	**Moderately Likely**
1. Socio-political sustainability	The project's contributions to national climate frameworks enhance its socio-political sustainability. Institutional commitment and stakeholder engagement support the project's enduring impact on transparency efforts.	Likely	The rating is validated.	Likely

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
2. Financial sustainability	Financial sustainability is moderately likely, with national institutions showing readiness to maintain the systems developed. However, further financial support may be needed to ensure long-term viability.	Moderately Likely	The rating is validated.	Moderately Likely
3. Institutional sustainability	Institutional arrangements established under the project are likely to endure, particularly given the strengthened capacities within Togo's environmental ministries. Continued institutional support is essential to maintain progress.	Likely	The rating is validated.	Likely
Factors Affecting Performance	**While several external and internal factors influenced the project's pace, strong management mitigated major disruptions. Challenges such as technical delays were addressed effectively over time.**	**Satisfactory**	**The rating is validated.**	**Satisfactory**
1. Preparation and readiness	The project was well-prepared, with clear roles and structures established from the outset. Early planning ensured that the project had the necessary resources and stakeholder buy-in to begin successfully.	Highly Satisfactory	The ToC indicates that the active engagement of stakeholders was critical. However, the review indicates that although the project saw significant participation from state actors, non-state actors, such as civil society, were not fully engaged primarily due to a lack of focus within the project's design itself (see Strategic Question 1) The Evaluation Office validates this criterion at the level of 'Satisfactory'	Satisfactory
2. Quality of project management and supervision	Project management was highly effective, with strong leadership and oversight throughout. Supervision by UNEP and national partners ensured that the project stayed on track despite challenges.	Highly Satisfactory	The rating is validated.	Highly Satisfactory

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
2.1 UNEP/Implementing Agency:	UNEP provided excellent support as the implementing agency, offering technical and financial oversight that contributed to the project's overall success. Their involvement was key to ensuring adherence to global transparency goals.	Highly Satisfactory	The rating is validated.	Highly Satisfactory
2.2 Partners/Executing Agency:	The executing agency demonstrated satisfactory performance, though occasional delays in execution affected project efficiency. Nonetheless, the agency was responsive to feedback and committed to meeting project goals.	Satisfactory	The rating is validated.	Satisfactory
3. Stakeholders' participation and cooperation	Stakeholder engagement was high, with active involvement from government ministries, civil society, and private sector partners. This cooperation was essential in building a strong foundation for climate transparency efforts.	Highly Satisfactory	The rating is validated.	Highly Satisfactory
4. Responsiveness to human rights and gender equality	While the project incorporated gender and human rights considerations, these aspects were not consistently prioritized. Future efforts should place greater emphasis on ensuring full inclusivity in all project activities.	Moderately Satisfactory	"The project had a Gender Action Plan and evidence shows that gender-responsive measures were implemented (including reporting on the gender-sensitive indicators in the results framework). The review states that the project made efforts to improve women's participation in decision-making and ensuring women and youth were actively involved in project activities. The Evaluation Office validates this criterion at the level of 'Satisfactory'"	Satisfactory
5. Environmental and social safeguards	The project adhered to UNEP's environmental and social safeguards, ensuring that its activities did not negatively impact vulnerable communities or ecosystems. Compliance with these standards was a key success.	Highly Satisfactory	The rating is validated.	Highly Satisfactory

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
6. Country ownership and driven-ness	Togo demonstrated solid ownership of the project, with national institutions actively engaged in climate transparency initiatives. However, more local-level engagement could strengthen long-term commitment.	Satisfactory	The rating is validated.	Satisfactory
7. Communication and public awareness	Communication efforts were satisfactory, with outreach to stakeholders and the public ensuring transparency in project activities. However, more could be done to enhance public engagement with climate transparency issues.	Satisfactory	The rating is validated. The Evaluation Office notes that para 171 refers to resources having been re-directed towards communication efforts, yet Annex VIII of this report provides no communication and outreach materials.	Satisfactory
Overall Project Performance Rating	**Overall, the project performed satisfactorily, achieving most of its key goals despite facing several challenges. With ongoing support, the progress made in climate transparency will have lasting impacts.**	**Satisfactory**	**The rating is validated.**	**Satisfactory**

Table 6: Summary of project findings and ratings[17]

[17] Most criteria will be rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability and Likelihood of Impact are rated, also on a six-point scale, from Highly Likely (HL) down to Highly Unlikely (HU) and Nature of External Context is rated from Highly Favourable (HF) to Highly Unfavourable (HU).

C. Lessons learned

Lesson Learned #1:	Training sessions should be longer and sector-specific to maximize engagement
Context/comment:	Training sessions were very well-received but did not cater adequately to sector-specific needs. When sessions covered broad topics, participants from unrelated sectors showed reduced interest, limiting the overall impact. Additionally, larger groups hindered focused discussions and practical learning. This was a consequence of limited financial resources availability. Sector-specific, smaller group training, with relevant case studies and practical exercises from similar regions, can increase engagement and ensure participants gain applicable skills for their work. This approach would allow for more meaningful, tailored learning experiences.

Lesson Learned #2:	Delays in key procurements can severely impact the timing of crucial project activities.
Context/comment:	The cancellation and relaunch of the call for proposals for MRV equipment caused a cascading delay, forcing most training activities to be conducted at the end of the project. As a result, focal points had minimal time to implement their training in real-world conditions. It is important to ensure that key procurement steps are completed early in the project to allow sufficient time for practical, real-life applications. This would prevent compressed training schedules that leave no room for follow-up support or gradual learning integration.

Lesson Learned #3:	Training should focus on real-life applications and follow-up support to enhance data integration capacity, preferably in real-life conditions (at ministries).
Context/comment:	While participants praised the data collection training, they encountered difficulties in future data entry or consolidating various datasets. This issue was compounded by a lack of post-training support, which left trainees feeling insufficiently equipped for real-life tasks. Future training should include sector-specific modules with real-world applications and ensure ongoing technical support at their workplace. Additionally, tools familiar to all participants, like Excel, should be prioritized over fewer familiar ones (e.g., Google Sheets) to facilitate smoother transitions into daily operations.

Lesson Learned #4:	Establishing sectoral teams of focal points can drive collaboration and sustained engagement post-project.
Context/comment:	After the project's closure, focal points were left without sufficient incentive or a collaborative structure to continue data acquisition and entry. The lack of sectoral teams meant that individual focal points had no peer support, reducing motivation and engagement. Post-project support should consider creating proactive, sector-specific teams of focal points to ensure collective responsibility and continued effort post-

	project. This approach can increase ownership and foster a collaborative environment, which is critical for maintaining momentum.

Lesson Learned #5:	Sector-specific training and data entry tools are crucial for successful climate data management.
Context/comment:	Participants in sectors like agriculture and forestry (AFAT) faced difficulties integrating historical data and datasets into the MRV system. This highlighted the need for customized data entry tools and training designed to meet the unique needs of each sector. Future projects should prioritize developing sector-specific protocols and tools, ensuring smoother data integration and improved data quality. This approach will enhance the effectiveness of the MRV system across different sectors.

Lesson Learned #6:	Post-project technical support is necessary to sustain momentum and ensure long-term success.
Context/comment:	After the project ended, focal points received insufficient follow-up support, which led to a decline in data collection efforts. This was somewhat mitigated though through a CFA 4M fund for additional activities. However, without post-project engagement, the MRV system's long-term success is at risk. Future interventions should build in post-project technical support mechanisms, including ongoing training and periodic check-ins, to ensure the continued engagement of focal points and the functionality of the MRV system. This will help maintain progress and encourage sustained efforts.

Lesson Learned #7:	Knowledge retention strategies are essential to counteract staff rotation in key climate data roles.
Context/comment:	Frequent rotations of focal points in ministries may lead to the loss of institutional knowledge, which can disrupt the continuity of climate data management. The absence of knowledge retention systems means that new staff often have to start from scratch. Future projects should implement standardized training materials, manuals, and mentoring systems to ensure a smooth transition and retention of critical knowledge, minimizing disruption due to staff changes.

Lesson Learned #8:	Performance-based incentives for focal points can enhance long-term engagement in climate data management.
Context/comment:	Focal points lacked incentives to actively pursue data collection and reporting tasks, leading to potential disengagement over time. Performance-based incentives, such as professional recognition or career development opportunities, should be integrated into future CBIT projects. This will keep focal points motivated and ensure continued effort in maintaining climate data systems beyond the project's life cycle.

Lesson Learned #9:	Adapting Data Collection Tools Improves Integration into the MRV System.
Context/comment:	Ministries and sectoral agencies often use outdated or incompatible data collection tools, which creates challenges for integrating data into the MRV system. Providing support for updating these tools, along with hands-on training, can improve data collection processes and ensure a smoother integration into the national MRV system. Future projects should prioritize early customization of data tools to meet MRV system requirements, ensuring consistency across sectors.

Lesson Learned #10:	Encouraging Regional Collaboration Strengthens Climate Transparency and Reduces Costs.
Context/comment:	Togo's collaboration with regional climate transparency platforms, such as the West Africa Climate Transparency Hub, can help reduce costs and enhance data-sharing capabilities. By utilizing regional resources like shared data centres and technical support, Togo could improve its climate data management efficiency. This suggests that future projects should encourage regional partnerships to optimize resource use and facilitate knowledge exchange across borders.

D. Recommendations

Recommendation #1:	Mainstream the MRV system into national legislation and consolidate sectoral MRV teams
Challenge/problem to be addressed by the recommendation:	The MRV system is currently governed by an operational order that does not provide sufficient long-term sustainability or enforcement. Additionally, the MRV system is fragmented, with sectoral focal points operating independently across ministries, leading to inconsistent data collection and coordination. To ensure a unified, long-term approach, the MRV system should be mainstreamed into Togo's climate law through a legally binding decree, and sectoral focal points should be consolidated into cohesive MRV teams within each sector. This will enhance collaboration, improve data accuracy, and ensure that MRV processes are fully aligned with national policies and international obligations, particularly the Paris Agreement.
Priority Level:	Critical
Type of Recommendation	Partner
Responsibility:	Ministry of Environment, National Parliament, Sectoral Ministries
Proposed implementation time-frame:	12–18 months

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

- Section H – **Institutional Sustainability**
- Section D - **availability of outputs, output 4, get together into specific focal point groups**

Recommendation #2:	Fully operationalize the MRV platform and improve accessibility based on stakeholder feedback
Challenge/problem to be addressed by the recommendation:	Although the MRV platform has been developed, it has not been fully operationalized. Stakeholders have not been sufficiently engaged, and the system has not undergone real-world testing, which is for identifying weaknesses before final implementation. Insufficient user feedback could result in performance issues and technical glitches during broader rollouts. It is crucial to involve stakeholders in the testing process to collect feedback for technical adjustments and improve platform accessibility. Ensuring the platform's readiness across sectors will enhance climate data reporting and management.
Priority Level:	Important
Type of Recommendation	Partner
Responsibility:	ANGE, Ministry of Environment
Proposed implementation time-frame:	3–6 months

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

- Section D – user feedback ;

Recommendation #3:	Identify key GHG-emitting categories as a first step towards developing sector-specific emission factors
Challenge/problem to be addressed by the recommendation:	Togo currently relies on generic international emission factors, which may not accurately reflect the country's unique conditions, particularly in high-emission sectors like agriculture, energy, and forestry. These generalized factors risk introducing inaccuracies into national climate reports. However, the development of emission factors for each category is a long-term process. In the short term (less than 12 months), the priority should be to identify the key GHG-emitting categories within each sector. This initial identification would lay the foundation for the medium- to long-term development of accurate, localized emission factors that better align with national climate conditions and reporting needs. This phased approach could ensure both immediate progress and future accuracy in climate data reporting.
Priority Level:	Important
Type of Recommendation	Partner
Responsibility:	ANGE, Ministry of Environment, Sectoral Ministries
Proposed implementation time-frame:	Short-term (Less than 12 months) for identifying key categories; Medium- to long-term for developing emission factors

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

- Section D, Data Collection Modules

Recommendation #4:	Institutionalize GHG inventories and decentralize MRV data collection to regional and local levels
Challenge/problem to be addressed by the recommendation:	Current GHG inventories and data collection processes are not institutionalized, and the MRV system remains too centralized, depending on temporary structures. It is necessary to decentralize and formalize these processes to ensure their sustainability. By involving regional and local authorities in climate data collection, Togo can ensure more comprehensive, consistent data flows. This would prevent gaps in reporting and align local realities with national climate efforts. Decentralization would also empower local authorities to play an active role in MRV, improving data quality and national reporting accuracy.
Priority Level:	Critical
Type of Recommendation	Partner
Responsibility:	Ministry of Environment, Sectoral Ministries, Local Authorities
Proposed implementation time-frame:	12–18 months

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

Section D, institutional sustainability, quality assurance (QA) and quality control (QC) protocols

Recommendation #5:	Provide continuous cybersecurity training and upgrade IT infrastructure
Challenge/problem to be addressed by the recommendation:	The MRV system's digital infrastructure is currently vulnerable to cyberattacks, which is a critical threat to data integrity. Inadequate cybersecurity measures and outdated hardware expose the system to significant risks, such as data breaches and corruption. It is essential to provide ongoing cybersecurity training to MRV focal points and upgrade IT infrastructure, including the use of VPNs and advanced protection protocols. These steps would protect the system's functionality and ensure the safety of sensitive climate data.
Priority Level:	Critical
Type of Recommendation	Partner
Responsibility:	ANGE, IT teams, Ministry of Environment
Proposed implementation time-frame:	6-12 months

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

- Section D, availability of outputs, output 2, deliverables, No provisions were made for data security

Recommendation #6:	Mobilize climate funds and enhance stakeholder engagement for capacity building

Challenge/problem to be addressed by the recommendation:	Togo has struggled to mobilize sufficient climate finance, limiting the scale of its capacity-building and stakeholder engagement efforts. One needs to emphasize the importance of financial sustainability for maintaining MRV system functionality and capacity-building initiatives. By mobilizing additional climate funds through international and national mechanisms, Togo can support ongoing capacity-building activities and better engage stakeholders at all levels. This will ensure continued support for national climate action and better alignment with international climate finance mechanisms.
Priority Level:	Important
Type of Recommendation	Partner
Responsibility:	UNEP, Ministry of Environment
Proposed implementation time-frame:	12 months

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

- Section H, financial sustainability, **international climate finance mechanisms**

ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS

Page Ref	Stakeholder comment	Reviewer Response
34-35	In section B Quality of Project Design, last paragraph before project design rating: *"Paragraph to be corrected / updated. There are 4 categories for which you have changed the rating compared to the final version of the inception report for CBIT Togo."*	Reformulated to clarify the ratings that have changed compared to the Inception Report.
49	In section E Financial Management, on output level expenditure: *"Side note: on GEF projects we do not report expenditures at the output level. Only at component / outcome level."*	The following sentence on output-level expenditures has been deleted: *"The only issue has been the lack of financial information per output. It is only generated at the Outcome level."*
73-76	Section D on Recommendations: *"In line with the guidance note of the Evaluation Office, we recommend narrowing down the number of recommendations to a maximum of 5 or 6, to ensure we have a manageable number to act upon.* *As a first level of prioritization, we would keep the ones that are either "Critical" and "Important". The ones that are labelled as "Opportunity for improvement" could be removed.* *Then we would recommend keep those recommendations that would be effectively actionable within the next 6-12 months. Anything with a timeframe beyond 12 months should rather be converted to Lessons Learned.* *Finally, another option to be considered is to cluster together 2 recommendations of similar nature / content, to reduce the number."*	Chapter entirely reformulated with some recommendations moving to lessons learned. There is now a total of 6 recommendation (instead of 10 previously).

Table 7: Response to stakeholder comments received but not (fully) accepted by the reviewers, where appropriate

ANNEX II. REVIEW FRAMEWORK/MATRIX

Main review criteria/questions	Review indicators	Source of data	Methods
Criterion A: Strategic Relevance			
i. Alignment to the UNEP's Medium-Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities			
To what extent was the project aligned to the UNEP's Medium-Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities	Evidence of Climate Transparency thematic area in UNEP MTS, POW and priorities	UNEP's Medium-Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities	Documents
ii. Alignment to Donor/Partner Strategic Priorities			
To what extent was the project aligned to Donor/Partner Strategic Priorities	Evidence of Climate Transparency thematic area in priorities	• GEF Strategic Priorities • GoT Strategic Priorities	Documents
iii. Relevance to Global, Regional, Sub-regional and National Environmental Priorities			
To what extent was the project relevant to Global, Regional, Sub-regional and National Environmental Priorities	Evidence of Climate Transparency thematic area in Global, Regional, Sub-regional and National Environmental Priorities	• SDGs • CBIT-Global and regional initiatives	Documents

iv. Complementarity with Relevant Existing Interventions/Coherence			
To what extent was the project complementarity with Relevant Existing Interventions/Coherent	Evidence of complementary (parallel and sequential) activities	PRODOC and periodic reports Project team	Documents Interviews
Criterion B. Quality of Project Design			
The Quality of Project Design was first assessed in the Inception Report and was then reassessed as part of this Terminal Review report. Refer to section V. B. Quality of Project Design section for more details.			
C. Nature of External Context			
To what extent was the implementation of the project responsive to political, legal, economic, institutional, COVID-19, changes in the country occurred during its implementation period?	Identification of political, legal, economic, Institutional and COVID-19 related changes in the country and project responsiveness	PRODOC and periodic reports Project team	Documents Interviews
D. Effectiveness			
i. Availability of outputs			
How successful was the project in delivering its outputs as per PRODOC's Results Framework?	Indicators included in the Results Framework at output level	Final report Project team ANGE	Documents Interviews
Was the quality and quantity of outputs adequate?	Number of planned/actual activities as per output Level of satisfaction of beneficiaries	Activity reports Project reports Beneficiaries Project team ANGE	Documents Interviews

How useful were the outputs for the beneficiaries?	Level of satisfaction of beneficiaries Added value of outputs for beneficiaries	Activity reports Project reports Beneficiaries Project team	Documents Interviews
Was the project successful in delivering the planned outputs in a timely manner? In case of delays, what were the reasons behind?	Identification of delays	Project reports Beneficiaries Project team ANGE UNEP	Documents Interviews
What were the reasons behind any Success/shortcomings of the project in delivering its outputs?	Identification of reasons for success/shortcomings	Project reports Beneficiaries Project team	Documents Interviews
i. Achievement of Project Outcomes			
To what degree is the project outcome contributing to the long-term effect outcomes?	(Potential) level of implementation / operationality of mechanisms that are contributing to the long-term effect outcomes	Beneficiaries Project team ANGE	Interviews
To what extent have the targets of outcome indicators been achieved?	Indicators included in the Results Framework at outcome level	Project Document Project reports	Document review Interviews
ii. Likelihood of Impact			
To what extent did the project play a catalytic role or promote scaling up and/or replication	Evidence of potential/actual catalytic role, scaling up and/or replication	Final report Project team Beneficiaries ANGE	Documents Interviews
What is the likelihood that the project may have made a substantive contribution to the long-lasting changes represented by the Sustainable Development Goals, and/or the intermediate-level results reflected in UNEP's Expected	Evidence of contribution of the results and outcome to SDGs and intermediate-level results	Last PIR / final report Beneficiaries Project team UNEP team	Interviews Documents

Accomplishments and the strategic priorities of funding partner?			
Strategic Q1: Did the State and non-state actors participate in the project and adopt the enhanced transparency framework arrangements under the Paris Agreement? If so, what are the key project elements that contributed to allowing them to do so? If not, what prevented them from doing so?	Evidence that State and Non-State actors adopted the ETF and reasons	ANGE Project team	Interviews
Strategic Q2: Did the project contribute to strengthening / improving transparency mechanisms of national institutions for domestic and UN conventions reporting? If so, please explain how.	Evidence of strong/operational transparency mechanisms	ANGE Coordinator UNEP	Interviews
Strategic Q3: Did the State and Non-State actors participating in the project adopt the new tools developed by the project? If so, what are the key project elements that contributed to allowing them to do so? If not, what prevented them from doing so?	Level of adoption of project's new tools		Interviews Documents
E. Financial Management			
To what extent was the financial management in line with standards and adherence to UNEP's financial management policies ?	Evidence of mismanagement Use of non-standards procedures	Audit report (if any) Financial reports PIR UNEP Project team	Documents Interviews
To what extent did the financial management issues affect the timely delivery of the project or the quality of its performance?	Occurrence of implementation delays Project extensions Unplanned project activity delays/modifications	Audit report (if any) Financial reports PIR Admin/fin Specialist	Documents Interviews
To what extent did the communication issues between financial and project management staff affect the timely delivery of the project or the quality of its performance?	Evidence of COM issues within the project team and between the project team and ANGE	PIR	Documents Interviews

		Project team (Coordinator & Admin/fin) ANGE	
F. Efficiency			
To what extent were planned activities delivered according to expected timeframes as well as whether events were sequenced efficiently?	Extent of implementation deviations from planned activities Extent of delays due to uneven sequencing of activities	Project team ANGE Annual PIR Final report	Documents Interviews
Strategic Q4: What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance?	Evidence of adaptations due to COVID-19	Coordinator UNEP ANGE	Interviews Documents
Were there any cost or time-saving measures put in place to maximise results within the secured budget and agreed project timeframe?	Evidence of cost-effective/time-saving measures	Admin/Fin and Coordinator ANGE Annual PIR	Documents Interviews
Did the project team make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities?	Evidence of collaborations to increase project efficiency	Admin/Fin and Coordinator ANGE Annual PIR	Documents Interviews
G. Monitoring and reporting			
i. Monitoring design and budgeting			
How relevant and appropriate were the project indicators as well as the methods used for tracking progress?	Evidence of indicator change Extent to which indicators are actually SMART	Project team ANGE Annual PIR Final report	Documents Interviews
How qualitative was the monitoring plan design	Extent to which the monitoring plan was effective	Admin/Fin and Coordinator ANGE	Documents Interviews

		Annual Plans	
Was the monitoring plan budget spent in accordance with actual needs?	Evidence of modifications of monitoring plan budgeting	Annual plans & revisions Project team PIR	Documents Interviews
ii. Monitoring of project implementation			
How operational was the monitoring system	Evidence of monitoring reports	Reports Coordinator ANGE	Documents Interviews
To what extent did the project gather relevant and good-quality baseline data	Evidence of baseline database Evidence of baseline data use to assess project progress	PIR Coordinator	Documents Interviews
To what extent was the monitoring plan data qualitative enough to be useful to adapt and improve project implementation	Relevance of monitoring data for project implementation	PIR Coordinator ANGE	Documents Interviews
GEF Portal question 1: What was the performance at the project's completion against Core Indicator Targets? (For projects approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided).	Core Indicator Targets identified retrospectively	M&E system Progress Reports, PIRs UNEP Project staff	Documents Interviews
iii. Project reporting			
To what extent UNEP and donor reporting commitments have been fulfilled?	Pointed anomalies in reporting commitments/documents	UNEP ANGE Coordinator	Interviews
H. Sustainability			
i. Socio-political sustainability			

To what extent did social or political factors support the continuation and further development of the benefits derived from project outcomes?	Evidence of support for further development of project's benefits	Final report Coordinator ANGE	Documents Interview
To what extent is the level of ownership, interest and commitment among government and other stakeholders?	Evidence of project results' ownership among government and other stakeholders	Beneficiaries Coordinator ANGE	Interviews
To what extent are individual capacity development efforts likely to be sustained?	Evidence of behaviour change among individuals (beneficiaries)	Beneficiaries Coordinator ANGE	Interviews
ii. Financial sustainability			
To what extent project outcomes are dependent on future funding for the benefits they bring to be sustained?	Evidence that outcomes are been self-sustained through beneficiaries	Beneficiaries Coordinator ANGE	Interviews
iii. Institutional sustainability			
To what extent is the sustainability of project outcomes dependent on issues relating to institutional frameworks and governance?	Evidence that project impact relies on effective institutional frameworks and governance	ANGE Coordinator Final report	Interviews Documents
To what extent are institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. robust enough to continue delivering the benefits associated with the project outcomes after project closure?	Level of empowerment of institutional achievements	ANGE Beneficiaries Project team	Interviews
I. Factors affecting project performance and cross-cutting issues			
i. Preparation and readiness			
Were appropriate measures taken to either address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilization?	Evidence of design changes between project approval, the securing of funds and project mobilization?	PRODOC UNEP ANGE	Interviews Documents

What was the extent and quality of engagement of the project team with all the relevant stakeholder groups?	Level of satisfaction of stakeholders' groups vis-vis the project team	Beneficiaries Project team ANGE	Interviews
ii. Quality of project management and supervision			
To which extent the flow of information within project staff, PSC, project partners was conducive to achieve project results?	Evidence of issues with information flows between stakeholders (delays, misunderstandings…)	PIR Project team ANGE	Interviews Documents
To what extent was the role of the implementing and executive agencies conducive to achieving project results? Were the efforts put in place by the two agencies relevant?	Evidence of role and responsibility issues /constraints that affected project implementation	PIR Project team ANGE UNEP	Interviews Documents
Did the PSC provide effective leadership to achieve project results?	Evidence that PSC decisions were challenged by project team/executing agency	PSC members UNEP Final report PIR	Interviews Documents
Were adaptive management measures necessary and appropriate to achieve project results?	Evidence of measures that significantly altered project planning for improved implementation	PIR Coordinator and Admin/Fin ANGE	Interviews Documents
iii. Stakeholders' participation and cooperation			
To which extent the project developed and leveraged the necessary and appropriate partnerships with stakeholders to achieve project results?	Evidence of partnerships for leverage and project development	PIR ANGE Coordinator	Interviews Documents
How was the quality and effectiveness of all forms of communication and consultation with stakeholders	Awareness-raising levels of stakeholders' communication and consultation	Project team ANGE Beneficiaries	Interviews Documents
How inclusive and participatory was the project?	Change in gender participation start/end of project timeframe)	PIR Project team	Interviews Documents
GEF Portal question 2: What were the progress, challenges and outcomes regarding engagement of stakeholders in the	Identification of progress, challenges and outcomes regarding	PIRs Beneficiaries	Interviews Documents

project/program? (This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval)	engagement of stakeholders in the project/program	UNEP Project team	
iv. Responsiveness to human rights and gender equality			
To which extent cross cutting issues including human rights and gender equality were adequately considered in project design and implementation?	Change in gender participation start/end of project timeframe)	PIR Project team	Interviews Documents
GEF Portal question 3: Were the completed gender-responsive measures and, if applicable, actual gender result areas? (This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent)	Identification of gender-responsive measures and gender result areas	PIRs Beneficiaries UNEP Project team	Interviews Documents
v. Environmental and social safeguards			
To what extent did the project adhere to the environmental and social safeguards laid out in UNEP policy?	Evidence of SESP amendments during implementation	PIR Project Coordinator	Interviews Documents
GEF Portal question 4: What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. (Any supporting documents gathered by the Consultant during this review should be shared with the Task Manager for uploading in the GEF Portal)	Identification of measures implemented against the Safeguards Plan submitted at CEO Approval	PIRs UNEP Project team	Interviews Documents
vi. Country ownership and driven-ness			
Have project partners and/or other relevant parties been building on project achievements?	Evidence of project achievements' empowerment	Project team PIR	Interviews Documents

		ANGE	
vii. Communication and public awareness			
Where project communication and public awareness tools relevant and effective to support the achievement of project results?	Evidence of relevance and effectiveness of project communication and public awareness tools	Project team PIR ANGE	Interviews Documents
To what extent did the communication and public awareness affect project delivery or the quality of its performance?	Extent to which the communication and public awareness affected project delivery or the quality of its performance	Project team PIR ANGE	Interviews Documents
GEF Portal question 5: What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g., website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions? (This should be based on the documentation approved at CEO Endorsement/Approval)	Identification of challenges and outcomes	PIRs Beneficiaries UNEP Project team	Interviews Documents

ANNEX III. PEOPLE CONSULTED DURING THE REVIEW

Organisation	Name		Position	Role in the project	Gender
Forestry Resource Directorate / MERF	Chamsudine	AFODA	Directorate Chief	MRV Focal Point	M
ANGE	Afate	ANATE	Administration and Finance Specialist	Finance	M
Ministry of Planning, Development and Cooperation	Edoh	ATAKPAH-KASSEGNE	Environmental Legal Specialist	MRV Focal Point	M
Communauté des Pratiques MRV	Paul	BANKA	Environmental Lawyer	Beneficiary	M
Climate and Development Network	Paul Dossou	BANKA	Environmental Legal Specialist	MRV Focal Point	M
INSEED	Issa Abdou-Kérim	BINDAOUDOU	Geomatics Specialist	MRV Focal Point	M
MEFP	Mawuena Kossi	BOKOVI	Retired Project Manager	MRV Focal Point	M
-	David	BONIN	IT Hardware management and maintenance Specialist	Consultant	M
-	Mawaba	BOTOSSI	IT Specialist	Consultant	M
UNEP	Hassan	COULIBALY	Programme Assistant	Programme Assistant for UNEP	M
MTRAF	Ayigan	d'ALMEIDA	DPSSE Division Chief	MRV Focal Point	M
Environment Directorate MERF	Komlan	EDOU	MRV Focal Point	MRV Focal Point	M
Grand Lomé Autonomous District	K. Nabola-Bounou	ENOUMODJI	Renewable Energy, Climate Change, Environment and Sanitation Division Chief	MRV Focal Point	M
-	Jérémie K.	FONTODJI	MRV Specialist	Consultant	M
DPSSE/MERF	Ganiou	GBLAO	MRV Focal Point, Statistics Section Chief	MRV Focal Point	M
-	Adjonou	KOSSI	Consultant ACENT	Consultant	M
UNEP	Julien	LHEUREUX	Programme Officer	Task Manager for UNEP	M
MTRAF	Awoulatou	LABODJA	Statistic Project Manager	MRV Focal Point	M
Planning Directorate/DGE	Djassah	M'BA	Director	MRV Focal Point	M

Environment Directorate DE/MERF	Bouraima	OUROU-GOUNI	MRV Assistant	MRV Focal Point	M
MERF	Aniko	POLO-AKPISSO	NDC Coordinator	MRV Focal Point	M
ANGE	Moussa	SAMAROU	Project Coordinator	Staff	M
DSID/MAEDR	Edo Komla	SEMENYA	Focal Point	MRV Focal Point	M
Ministry for the Promotion of Investments	Kokou	TENGUE	Focal Point, Programme Officer	MRV Focal Point	M
MICCL	Kokou	TENGUE	Project Manager, General Directorate for Industry	MRV Focal Point	M
MAEDR	Kwassi	TONA	Head of the Monogastric and Special Livestock Section	MRV Focal Point	M
-	Abdou- Maliki	YOROUMA	Knowledge Management Specialist	Consultant	M
Conseil National du Patronnat (CNP)	Abla Félicité	SOADJEDE	Agriculture and Environment Department Manager	MRV Focal Point	M

Table 8: People consulted during the Review

ANNEX IV. KEY DOCUMENTS CONSULTED

Project planning and reporting documents
- Project Implementation Reports: 2021, 2022, 2023 and 2024
- Half Yearly Progress Reports: S1 2021, S2 2021, S2 2022, and S2 2023
- Steering Committee Meeting Minutes: inception workshop, 4 SCM (2021, 2022, 2023, 2024) and final workshop (2024)
- Final Project Report (2024)

Financial Reports
- Independent Audits: 2021, 2022
- Expenditure reports: 2021 Q1, Q2, Q3, Q4; 2022 Q1, Q2, Q3, Q4; 2023 Q1, Q2, Q3, Q4; 2024 Q1
- Co-finance letters and report
- Final statement of accounts
- Cash advances
- Inventories 2022, 2023, 2024

Project outputs – Overall
- mrv-climat.tg
- https://www.facebook.com/p/CBIT-Togo-100080567325238/

Project outputs work package
- Deliverable 1: Mapping of MRV activities and stakeholders, National MRV mechanism report, Memoranda of Understanding (MOUs)
- Deliverable 2: Report on the architecture of the national climate change information management system; Functional online portal to support the MRV system documentation; Report on the successful installation of computer equipment supporting the online portal
- Deliverable 3: Report on the specific needs for procurement of equipment; Report on the list of equipment acquired and installed, including beneficiaries
- Deliverable 4: Training materials on MRV, the online portal, climate scenarios, mitigation, GHG inventories, and mitigation finance; Report of 10 training events on topics including MRV, the online portal, climate scenarios, mitigation, GHG inventories, adaptation finance, and equipment maintenance
- Deliverable 5: Half-yearly reports on the climate change information management system operation; Full proposal on the knowledge sharing strategy; Half-yearly reports on the implementation of the knowledge sharing strategy; Yearly reports on the country’s participation through the CBIT Global Coordination Platform; Minutes of regional meetings with members of the West African South-South Collaboration Network; Yearly reports on knowledge products generated
- Deliverable 6: Functional online portal to support the MRV system documentation; Report on the successful installation of computer equipment in support of the online portal
- Deliverable 7: Report on the successful installation of computer equipment in support of the online portal
- Deliverable 8: Report on the assessment of specific needs for procurement of equipment; Detailed list of equipment acquired and installed, specifying beneficiaries
- Deliverable 9: Training materials on MRV, UNFCCC reporting guidelines, and the MPGs for the ETF; Training materials on new national institutional arrangements and regulatory framework for climate change information management; Training materials on data collection, management, and archiving of databases; Training materials on protocols for the climate change information management system and the online portal; Training materials on 2006

IPCC Guidelines for GHG inventories; Training materials on country-specific emission and correction factors; Training materials on QA/QC plan and activities; Training materials on Togo-specific climate and socio-economic scenarios; Training materials on methodologies and tools for NDC implementation tracking; Training materials on tracking mitigation actions and finance; Training materials on climate change vulnerability analysis and adaptation tracking; Training materials on installation and management of acquired equipment

- Deliverable 10: Report on training materials for MRV, climate scenarios, and mitigation finance; Training materials on GHG inventories and adaptation finance; Report on vulnerability adaptation measures; Training materials on the regulatory and institutional framework; Report on equipment maintenance training
- Deliverable 11: Report on awareness-raising meetings
- Deliverable 12: Half-yearly reports on the climate change information management system operation
- Deliverable 13: Full proposal on the knowledge sharing strategy'
- Deliverable 14: Half-yearly reports on the implementation of the knowledge sharing strategy
- Deliverable 15: Yearly reports on the country's participation through the CBIT Global Coordination Platform
- Deliverable 16: -Minutes of regional meetings with members of the West African South-South Collaboration Network; COP28 participation report
- Deliverable 17: 1st annual report on knowledge management; 2nd report on knowledge management

Reference documents

- Project Document (ProDoc) approved by GEF
- CEO MSP Approval Letter

ANNEX V. REVIEW ITINERARY

Date	Location	First name	Family name	Position	Institution
11/06	Virtual	Moussa	SAMAROU	Project Coordinator	UNEP
18/06		Julien	LHEUREUX	Programme Officer	UNEP
		Jérémie K.	FONTODJI	MRV Specialist	-
19/06		Hassan	COULIBALY	Programme Assistant	UNEP
		Mawaba	BOTOSSI	IT Specialist	-
20/06		Abdou- Maliki	YOROUMA	Knowledge Management Specialist	-
		David	BONIN	IT Hardware management and maintenance Specialist	
21/06		Julien	LHEUREUX	Programme Officer	UNEP
		Hassan	COULIBALY	Programme Assistant	UNEP
24/06	Lomé	Afate	ANATE	Administration and Finance Specialist	UNEP
		Moussa	SAMAROU	Project Coordinator	
		Ganiou	GBLAO	MRV Focal Point, Statistics Section Chief	DPSSE/MERF
25/06		Kwassi	TONA	Head of the Monogastric and Special Livestock Section	MAEDR
26/06		Edoh	ATAKPAH-KASSEGNE-	Environmental Lawyer	MPDC
		Koku	TENGUE	Focal Point, Programme Officer	Ministry for the Promotion of Investments
		Paul	BANKA	Environmental Lawyer	Communauté des Pratiques MRV
		Edoh	ATAKPAH-KASSEGNE	Environmental Legal Specialist	Ministry of Planning, Development and Cooperation
		Kokou	TENGUE	Project Manager, General Directorate for Industry	MICCL
		Paul Dossou	BANKA	Environmental Legal Specialist	Climate and Development Network
		Issa Abdou-Kérim	BINDAOUDOU	Geomatics Specialist	INSEED
27/06		K. Nabola-Bounou	ENOUMODJI	Renewable Energy, Climate Change, Environment and Sanitation Division Chief	Grand Lomé Autonomous District
				Agriculture and Environment Department Manager	National Employers' Council

		Awoulatou	LABODJA	Statistic Project Manager	MTRAF
		Edo Komla	SEMENYA	Focal Point	DSID/MAEDR
		Ayigan	d'ALMEIDA	DPSSE Division Chief	MTRAF
		Adjonou	KOSSI	Consultant	
		Djassah	M'BA	Director	Planning Directorate/DGE
28/06		Mawuena Kossi	BOKOVI	Retired Project Manager	MEFP
29/06		Komlan	EDOU	MRV Focal Point	Environment Directorate MERF
		Bouraima	OUROU-GOUNI	MRV Assistant	Environment Directorate DE/MERF
01/07/	Virtual	Chamsudine	AFODA	Directorate Chief	Forestry Resource Directorate / MERF
		Aniko	POLO-AKPISSO	NDC Coordinator	MERF

ANNEX VI. PROJECT BUDGET AND EXPENDITURES

Table 9 - Project Funding Sources Table

Funding source All figures as USD	Planned funding	% of planned funding	Secured funding	% of secured funding
Cash				
Funds from the Environment Fund				
Funds from the Regular Budget				
Extra-budgetary funding (listed per donor):				
• GEF	1,010,267		1,010,267	
Sub-total: Cash contributions				
In-kind				
Environment Fund staff-post costs				
Regular Budget staff-post costs				
Extra-budgetary funding for staff-posts (listed per donor)				
Sub-total: In-kind contributions				
Co-financing*				
Co-financing cash contribution				
Co-financing in-kind contribution	300,000		300,000	
Sub-total: Co-financing contributions				
Total	**1,310,267**		**1,310,267**	

*Funding from a donor to a partner which is not received into UNEP accounts, but is used by a UNEP partner or collaborating centre to deliver the results in a UNEP–approved project.

Table 10 - Expenditure (GEF grant) by Outcome/Output

Component/sub-component/output All figures as USD	Estimated cost at design	Actual Cost/ expenditure
Project Outcome 1	US$ 918,437	US$ 875,444
PMC	US$ 91,830	US$ 91,830
Total	**US$ 1,010,267**	**US$ 967,274**

ANNEX VII. FINANCIAL MANAGEMENT

NON-GEF AND GEF PROJECTS			
Financial management components:		**Rating**	**Evidence/ Comments**
1. Adherence to UNEP's policies and procedures:		HS:HU	HS
Any evidence that indicates shortcomings in the project's adherence[18] to UNEP or donor policies, procedures or rules		Yes/No	No
2. Completeness of project financial information:			
Provision of key documents to the reviewer (based on the responses to A-H below)		HS:HU	HS
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes/No or N/A	Yes – at design, both the GEF budget and co-finance cost costs tables arranged by budget line for each component and PMC costs.
B.	Revisions to the budget	Yes/No or N/A	Yes – Budgets rev1 and rev2 were provided
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes/No or N/A	Yes – all relevant legal agreements provided
D.	Proof of fund transfers	Yes/No or N/A	Yes – cash advance confirmation provided
E.	Proof of co-financing (cash and in-kind)	Yes/No or N/A	Yes – annual co-finance reports and co-finance letters provided.
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	Yes/No or N/A	Yes – quarterly expenditure reports provided by budget line for all relevant reporting periods; final report provided as well
G.	Copies of any completed audits and management responses *(where applicable)*	Yes/No or N/A	Yes – copies of independent financial audits provided.
H.	Any other financial information that was required for this project (list):	Yes/No or N/A	No
3. Communication between finance and project management staff		HS:HU	HS
Project Manager and/or Task Manager's level of awareness of the project's financial status.		HS:HU	S; the one-month delay in receiving project account balance updates (from the Togo central bank) has been somewhat disruptive, making it difficult to effectively plan expenses on a monthly basis.

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

Fund Management Officer's knowledge of project progress/status when disbursements are done.	HS:HU	HS
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.	HS:HU	S
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.	HS:HU	HS
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the review process	HS:HU	HS
Overall rating		**Highly Satisfactory**

ANNEX VIII. COMMUNICATION AND OUTREACH TOOLS

None.

ANNEX IX. BRIEF CV OF THE REVIEWER

Name Vincent LEFEBVRE

Profession	Agronomist
Nationality	Belgian
Country experience	• Europe: Belgium • Africa: Angola, Benin, Botswana, Burkina Faso, Cabo Verde, Cameroon, Chad, Democratic Republic of the Congo, Republic of the Congo, Eritrea, Ethiopia, Gabon, Guinea, Guinea-Bissau, Ivory Coast, Malawi, Mali, Mauritania, Mauritius, Mozambique, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, Tanzania, Togo, Uganda, Zambia • Americas: Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Grenada, Haiti, Honduras, Mexico, Peru, Uruguay • Asia: Cambodia, Laos, Tajikistan, Thailand, Timor-Leste, Uzbekistan, Vietnam • Oceania: Fiji, Kiribati, Marshall Islands, Micronesia, Nauru, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu, Cook Islands, Niue, Tokelau
Education	• Tropical Agriculture Engineer

Vincent Lefebvre is an environmental and climate change specialist with over 25 years of international experience in project management, evaluation, and technical audits. Born on October 19, 1967, in Belgium, he holds a Master's degree in Agronomy from the Université Catholique de Louvain, with further qualifications in Business Administration and Communication for Environmental Protection. Proficient in several languages, including French, English, Portuguese, Spanish, and Dutch, he has worked extensively across Africa, Latin and Central America, the Caribbean region, Central Asia, Southeast Asia, and the Pacific.

Key specialities and capabilities cover Project formulation, monitoring, and evaluation (M&E), Climate change mitigation and adaptation strategies, Sustainable land and water management, Biodiversity conservation and natural resource governance, Agro-forestry, climate-smart agriculture, and renewable energy, Geographic Information Systems (GIS), remote sensing, and cartography, Institutional capacity building and cross-sectoral policy integration…

Over his career, Lefebvre has led and participated in over 45 independent reviews and evaluations, including 20 mid-term reviews and 25 final evaluations for international organizations such as UNEP, UNDP, GEF, and the European Union. Selected assignments and experiences include:

- Mid-term evaluation of the BIOPAMA Programme (budget: 80M EUR), focusing on biodiversity and protected area management in Africa
- Terminal evaluation of the Burkina Faso Climate Transparency Framework (budget: 2M USD), assessing gaps in institutional arrangements and climate data systems
- Independent review of the African Union Research Grants Program (budget: 17M USD), focusing on climate resilience in agriculture across multiple African countries
- Final evaluation of the Mainstreaming Biodiversity in Tourism project in Cape Verde (budget: 6M USD), assessing coastal and marine biodiversity conservation efforts
- Mid-term review of the "Africa Adaptation Initiative" (budget: 12M USD), which supports African governments in building resilience to climate change and mainstreaming adaptation into national policies
- Final evaluation of the "Climate Resilient Agriculture in Sub-Saharan Africa" project (budget: 10M USD), which developed climate-smart agriculture techniques while strengthening institutional frameworks in rural areas

- Institutional evaluation of the "Climate Governance Capacity Development Project" in Mozambique (budget: 5M USD), focused on building government capacity for integrating climate risk into national policies and developing cross-sectoral climate governance frameworks

His expertise spans policy development, technical assistance, and capacity building, and his work has contributed to advancing global and regional environmental governance. Currently, he continues to work as an independent consultant, leading evaluations and fostering environmental sustainability in various international contexts.

ANNEX X. REVIEW TORS (WITHOUT ANNEXES)

TERMS OF REFERENCE

Terminal Review of the UNEP project “Togo Climate Transparency Framework” (10026)

Section 1: PROJECT BACKGROUND AND OVERVIEW

1. Project General Information

Project summary

UNEP PIMS/SMA[19] ID:	**38685**			
Donor ID:	GEF 10026			
Implementing Partners:	National Environmental Management Agency (ANGE)			
SDG(s) and indicator(s)	SDG 13, Indicators 13.3.2 Number of countries that have communicated the strengthening of institutional, systemic and individual capacity-building to implement adaptation, mitigation and technology transfer, and development actions.			
Sub-programme:	Climate action	**Expected Accomplishment(s):**	Countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies	
UNEP approval date:	07 July 2020	**Programme of Work Output(s):**	Outcome 1C State and non-State actors adopt the enhanced transparency framework arrangements under the Paris Agreement.	
***Expected* start date:**	13 July 2020	**Actual start date:**	13 July 2020	
***Planned* operational completion date:**	31 October 2023	**Actual operational completion date:**	31 March 2024	
Planned* total project budget at approval *(show breakdown of individual sources/grants):	GEF grant: $1,010,267	**Actual total expenditures reported as of 31 December 2023:**	$ 863,659	
***Expected* co-financing:**	$ 300,000 (in-kind)	**Secured co-financing as of 31 December 2023[20]:**	$ 242,000 (in-kind)	
First disbursement:	04 September 2020	**Planned date of financial closure:**	31 March 2025	
No. of project revisions:	2	**Date of last approved project revision:**	24 May 2023	
No. of Steering Committee meetings:	4	**Date of last/next Steering Committee meeting:**	**Last:** 08 March 2024	**Next:** N/A

[19] Acronym for ID assigned by the Integrated Planning, Monitoring and Reporting (IPMR) system.
[20] State whether co-financing amounts are cash or in-kind.

Mid-term Review/ Evaluation[21] *(planned date):*	N/A	**Mid-term Review/ Evaluation (actual date):**	N/A
Terminal Review *(planned date):*	30 September 2024	**Terminal Review (actual date):**	tbd
Coverage - Country(ies):	Togo	**Coverage - Region(s):**	Africa
Dates of previous project phases:	N/A	**Status of future project phases:**	N/A

2. Project Rationale[22]

The Paris Agreement (PA) introduced the Enhanced Transparency Framework (ETF) regime for climate action and support under Article 13. According to the UNEP Emissions Gap Report 2019, countries are far from reaching the global goal of 2^0C if only the current levels of Nationally Determined Contributions (NDCs) are considered. Hence, the ETF under the PA is critical to enable all countries to track the progress of climate action and raise ambition. The Parties to the PA established the Capacity-building Initiative for Transparency (CBIT) to strengthen the institutional and technical capacity of developing countries to effectively participate in the ETF.

Following this, the UNFCCC requested the Global Environment Fund (GEF) to support the implementation of CBIT through voluntary contributions during GEF-6 and future replenishment cycles; hence during COP 21, the GEF established CBIT. Globally, the CBIT program aims to strengthen national institutions for transparency-related activities in line with national priorities; provide relevant tools, training, and assistance for meeting the provisions stipulated in Article 13 of the Agreement and assist in the progressive improvement of transparency efforts.

Togo is part of the African countries that have received funding from the GEF. Togo's CBIT project is a medium-sized GEF project that went through a 2-year preparatory work before receiving funding. The funding was approved by the GEF CEO on 31 March 2020. Although the project was initially planned to start in July 2020, the actual implementation period of the project spans from March 2021 to March 2024.

The objective of Togo's CBIT project was to develop the capacities of Togolese stakeholders to set up and run a national information system for climate transparency. The CBIT project in Togo enabled the establishment of an efficient and comprehensive climate related information system as well as build technical and human capacities. It also enabled Togo to strengthen the skills of its stakeholders through trainings on inventory modules, but also on the monitoring of the actions implemented in the context of the struggle against climate change.

[21] UNEP policies require projects with planned implementation periods of 4 or more years to have a mid-point assessment of performance. For projects under 4 years, this should be marked as N/A.
[22] Grey =Info to be added

3. Project Results Framework

The project's logical framework as per the Project Document is provided below:

Project Components/ Programs	Component Type	Project Outcomes	Project Outputs	Trust Fund	(in $) GEF Project Financing	Confirmed Co-financing
Strengthening the Togolese institutional arrangements and capacities to meet the Paris agreement requirements on an enhanced transparency framework	TA	Institutional arrangements and capacities are in place to allow Togo to collect, document, store and communicate climate transparency data in a central information management system	Output 1: The existing institutional, legal and regulatory framework for climate change information management is upgraded Output 2: A climate change information management system is established Output 3: Relevant sectors are provided with appropriate equipment to measure, track, report and/or access information from the MRV system Output 4: National stakeholders in climate change are trained to provide input and access information/data from the national MRV system Output 5: The information management system is tested and functional	CBIT	918,437	238,000
			Subtotal		918,437	238,000
			Project Management Cost (PMC)	CBIT	91,830	62,000
			Total project costs		**1,010,267**	**300,000**

The project's results framework (i.e. indicators and targets) as per the Project Document is provided below:

Indicators:		Baseline	Target	Means of verification	UN Environment Medium-Term Strategy (2018-2021)
Project Objective	**Developing capacities of Togolese stakeholders to set up and run a national information system for climate transparency**				
Objective Indicator 1:	Number of sectors that provide quality climate data in accordance to UNFCCC guidelines to the climate change information management system	0	5[23]	• Annual data from sectors provided to the system • Final report on the climate change information management system	*Subprogramme* ***Climate Change***[24]*, Mitigation Expected Accomplishment: Countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies;* *Adaptation Expected Accomplishment: Countries increasingly advance their national adaptation plans, which integrate ecosystem-based adaptation.*
Component	**Strengthening the Togolese institutional arrangements and capacities to meet the Paris agreement requirements on an enhanced transparency framework**				
Outcome	**Institutional arrangements and capacities are in place to allow Togo to collect, document, store and communicate climate transparency data in a central information management system**				
Indicator 1.1	Improvement in the quality of MRV system based on the GEF 1-10 rating scale, outlined in Annex III of the CBIT's Programming Directions	2	+5 (=7)	• CBIT Global Coordination Platform self-assessment tool • Climate change information management system • Survey of the system's use by the targeted organizations with institutional arrangement and by the public • Official documents and project reports	
Indicator 1.2	Improvement in the quality of institutional capacity for transparency based on GEF score 1 to 4 as per Annex IV of CBIT programming directions	2	+1 (=3)		
Indicator 1.3	% of trained staff who declares to be in a better position to collect, document, store and communicate transparency data (gender disaggregated)	N/A	70%	• Attendees lists for all trainings and surveys carried out before and after each training	

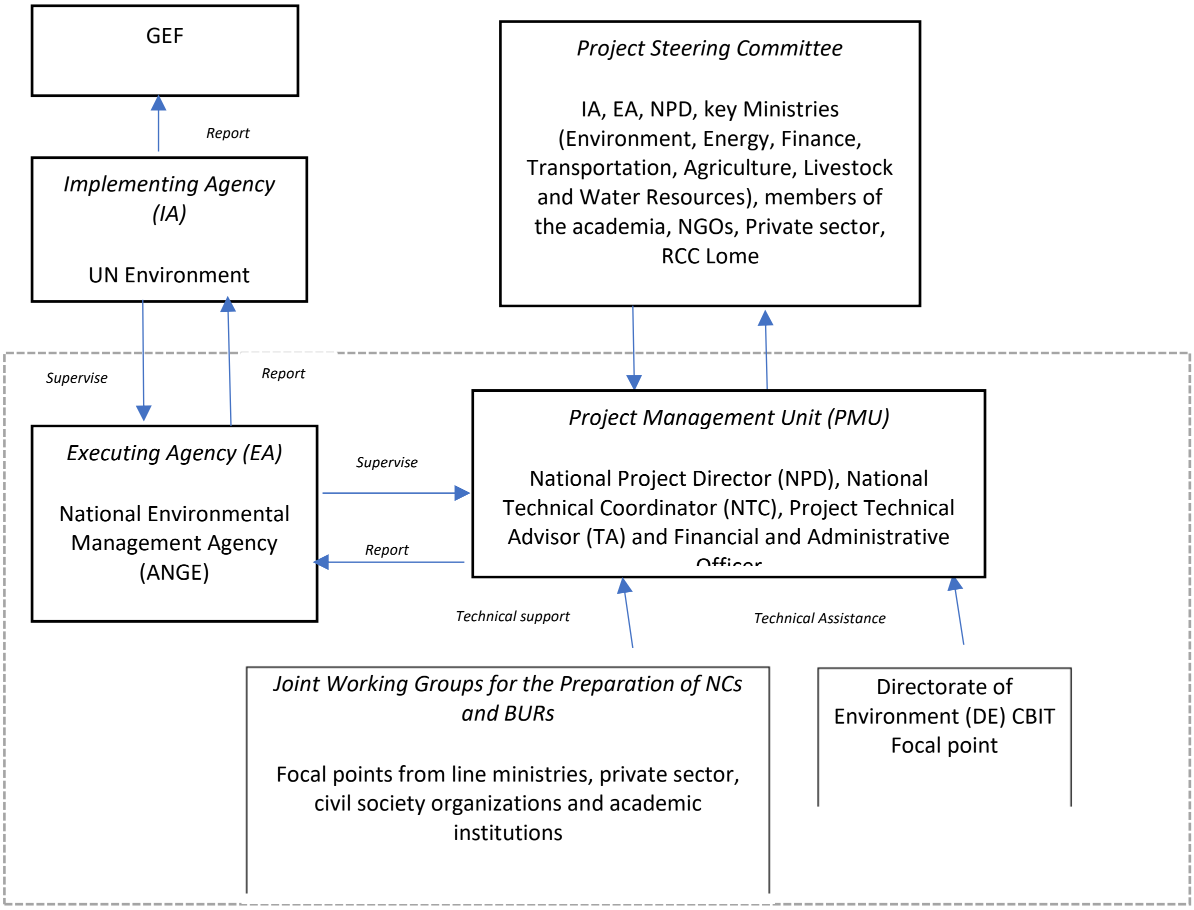
For further detailed information see the CEO Endorsement Document of the project.

[23] The five targeted sectors are: (1) Energy, (2) Industrial Processes, (3) Agriculture, (4) Land Use and Forestry and (5) Waste

[24] Objective: Countries increasingly transition to low-emission economic development and enhance their adaptation and resilience to climate change ;
Mitigation Indicators: 1 Emission reductions of greenhouse gases and other pollutants from renewable energy and energy efficiency; 2 Share of gross domestic product invested in energy efficiency and renewable energy.
Adaptation Indicators: 1 Number of people benefiting from vulnerability reduction interventions; 2 Type and extent of physical and natural assets strengthened and/or better managed to withstand the effects of climate change.

4. Executing Arrangements

The Project was funded by the Global Environment Facility (GEF) with the United Nations Environment Programme (UNEP) acting as the GEF Implementing Agency. The National Environmental Management Agency (ANGE)was the Executing Agency. The structure is illustrated in the diagram below and roles and responsibilities of each body are detailed in the following table.



5. Project Cost and Financing

The table below provides a breakdown of the project financing at the time of design.

Project Components/ Programs	Component Type	Project Outcomes	Project Outputs	(in $) GEF Project Financing	Confirmed Co-financing
Strengthening the Togolese institutional arrangements and capacities to meet the Paris agreement requirements on an enhanced transparency framework	TA	Institutional arrangements and capacities are in place to allow Togo to collect, document, store and communicate climate transparency	Output 1: The existing institutional, legal and regulatory framework for climate change information management is upgraded Output 2: A climate change information management system is established	918,437	238,000

		data in a central information management system	Output 3: Relevant sectors are provided with appropriate equipment to measure, track, report and/or access information from the MRV system Output 4: National stakeholders in climate change are trained to provide input and access information/data from the national MRV system Output 5: The information management system is tested and functional		
Subtotal				918,437	238,000
Project Management Cost (PMC)				91,830	62,000
Total project costs				**1,010,267**	**300,000**

6. Implementation Issues

The CBIT Togo project was originally scheduled to start in October 2020, shortly after the signature of the Project Cooperation Agreement (PCA), and its technical completion date on 31 October 2023. However, due to delays in setting up the Project Management Unit (i.e. hiring the National Technical Coordinator, etc.) and to restrictions related to the Covid-19 pandemic, the National Environmental Management Agency (ANGE) had to postpone the project's inception to March 2021 and rescheduled the project technical completion to 31 March 2024.

Section 2. OBJECTIVE AND SCOPE OF THE REVIEW

7. Objective of the Review

In line with the UNEP Evaluation Policy[25] and the UNEP Programme Manual[26], the Terminal Review (TR) is undertaken at operational completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The Review has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and the National Environmental Management Agency (ANGE). Therefore, the Review will identify lessons of operational relevance for future project formulation and implementation, especially for future phases of the project, where applicable.

8. Key Review principles

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

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

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

Communicating Review Results. A key aim of the Review is to encourage reflection and learning by UNEP staff and key project stakeholders. The consultant should consider how reflection and learning can be promoted, both through the review process and in the communication of review findings and key lessons. Clear and concise writing is required on all review deliverables. Draft and final versions of the main review report will be shared with key stakeholders by the UNEP Task Manager. There may, however, be several intended audiences, each with different interests and needs regarding the report. The consultant will plan with the UNEP Task Manager which audiences to target and the easiest and clearest way to communicate the key review findings and lessons to

[25] https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies
[26] https://wecollaborate.unep.org

them. This may include some or all of the following: a webinar, conference calls with relevant stakeholders, the preparation of a review brief or interactive presentation.

9. Key Strategic Questions

In addition to the review criteria outlined in Section 10 below, the Review will address the **strategic questions**[27] listed below (no more than 4 questions are recommended). These are questions of interest to UNEP and to which the project is believed to be able to make a substantive contribution:

Q1: Did the State and non-State actors participating in the project adopt the enhanced transparency framework arrangements under the Paris Agreement? If so, what are the key project elements that contributed to allowing them to do so? If not, what prevented them from doing so?

Q2: Did the project contribute to strengthening / improving transparency mechanisms of national institutions for domestic and UN conventions reporting? If so, please explain how.

Q3: Did the State and non-State actors participating in the project adopt the new tools developed by the project? If so, what are the key project elements that contributed to allowing them to do so? If not, what prevented them from doing so?

Q4: What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance?

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

10. Review Criteria

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

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

A. Strategic Relevance

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

v. ***Alignment to the UNEP's Medium-Term Strategy[28] (MTS), Programme of Work (POW) and Strategic Priorities***

The Review should assess the project's alignment with the MTS and POW under which the project was approved and include, in its narrative, reflections on the scale and scope of any contributions

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[27] The strategic questions should not duplicate questions that will be addressed under the standard review criteria described in section 10.

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

made to the planned results reflected in the relevant MTS and POW. UNEP strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building[29] (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology and knowledge between developing countries.

vi. Alignment to Donor/Partner Strategic Priorities

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

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

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

viii. Complementarity with Relevant Existing Interventions/Coherence[30]

An assessment will be made of how well the project, either at design stage or during the project inception or mobilization[31], took account of ongoing and planned initiatives (under the same sub-programme, other UNEP sub-programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups. The Review will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Examples may include work within Cooperation Frameworks or One UN programming. Linkages with other interventions should be described and instances where UNEP's comparative advantage has been particularly well applied should be highlighted.

B. Quality of Project Design

The quality of project design is assessed using an agreed template during the review inception phase. Ratings are attributed to identified criteria and an overall Project Design Quality rating is established. The complete Project Design Quality template should be annexed in the Review Inception Report. Later, the overall Project Design Quality rating[32] should be entered in the final review ratings table (as item B) in the Main Review Report and a summary of the project's strengths and weaknesses at design stage should be included within the body of the Main Review Report.

C. Nature of External Context

[29] http://www.unep.fr/ozonaction/about/bsp.htm

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

[31] A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

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

At review inception stage a rating is established for the project's external operating context (considering the prevalence of conflict, natural disasters and political upheaval[33]). This rating is entered in the final review ratings table as item C. Where a project has been rated as facing either an *Unfavourable* or *Highly Unfavourable* external operating context, and/or a negative external event has occurred during project implementation, the ratings for Effectiveness, Efficiency and/or Sustainability may be increased at the discretion of the Review Consultant and UNEP Task Manager together. A justification for such an increase must be given.

D. Effectiveness

i. Availability of Outputs[34]

The Review will assess the project's success in producing the programmed outputs and making them available to the intended beneficiaries as well as its success in achieving milestones as per the project design document (ProDoc[35]). Any *formal* modifications/revisions made during project implementation will be considered part of the project design. Where the project outputs are inappropriately or inaccurately stated in the ProDoc, reformulations may be necessary in the reconstruction of the Theory of Change (TOC). In such cases a table should be provided showing the original and the reformulation of the outputs for transparency. The availability of outputs will be assessed in terms of both quantity and quality, and the assessment will consider their ownership by, and usefulness to, intended beneficiaries and the timeliness of their provision. It is noted that emphasis is placed on the performance of those outputs that are most important to achieve outcomes. The Review will briefly explain the reasons behind the success or shortcomings of the project in delivering its programmed outputs and meeting expected quality standards.

ii. Achievement of Project Outcomes[36]

The achievement of project outcomes is assessed as performance against the outcomes as defined in the reconstructed[37] Theory of Change. These are outcomes that are intended to be achieved by the end of the project timeframe and within the project's resource envelope. Emphasis is placed on the achievement of project outcomes that are most important for attaining intermediate states. As with outputs, a table can be used to show where substantive amendments to the formulation of project outcomes is necessary to allow for an assessment of performance. The Review should report evidence of attribution between UNEP's intervention and the project outcomes. In cases of normative work or where several actors are collaborating to achieve common outcomes, evidence of the nature and magnitude of UNEP's 'substantive contribution' should be included and/or 'credible association' established between project efforts and the project outcomes realised.

iii. Likelihood of Impact

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

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

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

[35] Also called CEO Endorsement Document for GEF projects

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

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

in the reconstructed TOC held. Any unintended positive effects should also be identified and their causal linkages to the intended impact described.

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

The Review will consider the extent to which the project has played a catalytic role[38] or has promoted scaling up and/or replication as part of its Theory of Change (either explicitly as in a project with a demonstration component or implicitly as expressed in the drivers required to move to outcome levels) and as factors that are likely to contribute to greater or long-lasting impact.

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

Global Environment Facility	The Review should consider, under Effectiveness, the extent to which the evaluand is reaching Core Indicator targets (from GEF-6 onwards).
Global Environment Facility	The Review will determine, under Effectiveness, the project's additionality by comparing the benefits of GEF support to a scenario without GEF support. It will identify specific areas where GEF support has contributed additional results and what these additional results were. It will provide quantitative and qualitative evidence to support the findings.

E. Financial Management

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

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

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

F. Efficiency

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

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

The Review will give special attention to efforts made by the project teams during project implementation to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities[39] with other initiatives, programmes and projects etc. to increase project efficiency.

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

G. Monitoring and Reporting

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

i. Monitoring Design and Budgeting

Each project should be supported by a sound monitoring plan that is designed to track progress against SMART[40] results towards the achievement of the project's outputs and outcomes, including at a level disaggregated by gender, marginalisation or vulnerability, including those living with disabilities. In particular, the Review will assess the relevance and appropriateness of the project indicators as well as the methods used for tracking progress against them as part of conscious results-based management. The Review will assess the quality of the design of the monitoring plan as well as the funds allocated for its implementation. The adequacy of resources for Mid-Term and Terminal Evaluation/Review should be discussed, where applicable.

ii. Monitoring of Project Implementation

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

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

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

iii. Project Reporting

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

H. Sustainability

Sustainability[41] is understood as the probability of the benefits derived from the achievement of project outcomes being maintained and developed after the close of the intervention. The Review will identify and assess the key conditions or factors that are likely to undermine or contribute to the endurance of achieved project outcomes (i.e. 'assumptions' and 'drivers'). Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. Where applicable an assessment of bio-physical factors that may affect the sustainability of direct outcomes may also be included.

i. Socio-political Sustainability

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

ii. Financial Sustainability

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

iii. Institutional Sustainability

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

I. Factors Affecting Project Performance and Cross-Cutting Issues

i. Preparation and Readiness

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

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

ii. Quality of Project Management and Supervision

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

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

Global Environment Facility	For internally executed projects the Review Consultant should review whether the segregation of responsibilities met the GEF requirements[42] (the GEF Agency must separate its project implementation and execution duties and establish each of the following: (a) A satisfactory institutional arrangement for the separation of implementation and executing functions in different departments of the GEF Agency; and (b) Clear lines of responsibility, reporting and accountability within the GEF Agency between the project implementation and execution functions.

iii. Stakeholder Participation and Cooperation

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

iv. Responsiveness to Human Rights and Gender Equality

The Review will ascertain to what extent the project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People. Within this human rights context the Review will assess to what extent the intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment[43].

[42] GEF Minimum Fiduciary Standards: Separation of Implementation and Execution Functions in GEF Partner Agencies (2019).

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

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

v. Environmental and Social Safeguards

UNEP projects address environmental and social safeguards primarily through the process of environmental and social screening at the project approval stage, risk assessment and management (avoidance, or mitigation of potential environmental and social risks and impacts associated with project and programme activities. The Review will confirm whether UNEP requirements[44] were met to: *review* risk ratings on a regular basis; *monitor* project implementation for possible safeguard issues; *respond* (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and *report* on the implementation of safeguard management measures taken. UNEP requirements for proposed projects to be screened for any safeguarding issues; for sound environmental and social risk assessments to be conducted and initial risk ratings to be assigned, are reviewed above under Quality of Project Design).

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

vi. Country Ownership and Driven-ness

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

vii. Communication and Public Awareness

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

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

Section 3. REVIEW APPROACH, METHODS AND DELIVERABLES

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

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

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

Relevant background documentation,

Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), the logical framework and its budget;

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

Project deliverables (e.g. publications, assessments etc);

Reviews of similar projects.

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

UNEP Task Manager and Programme Assistant;

Executing Agency Project Manager;

Project management team;

UNEP Administrative Officer (AO);

Sub-Programme Coordinator if appropriate;

Project partners;

Relevant resource persons;

Representatives from civil society and specialist groups.

Surveys to be determined at inception phase
Field visits to Lome, Togo
Other data collection tools to be determined at inception phase

11. Review Deliverables and Review Procedures

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

Inception Report: (see Annex 3 of these TOR) containing an assessment of project design quality, a draft reconstructed Theory of Change of the project, project stakeholder analysis, review framework and a tentative review schedule.

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

Draft and Final Review Report: (See Annex 4 of these TOR) containing an Executive Summary that can act as a stand-alone document; detailed analysis of the review findings organised by review criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.

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

The UNEP Evaluation Office provides templates and tools to support the review process and provides a formal assessment of the quality of the final Terminal Review report, which is provided within this report's annexed material. In addition, the Evaluation Office formally validates the report by ensuring that the performance judgments made are consistent with evidence presented in the Review report and in-line with the performance standards set out for independent evaluations. As such the project performance ratings presented in the Review report may be adjusted by the Evaluation Office.

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

12. The Review Consultant

The Review Consultant will work under the overall responsibility of the UNEP Task Manager Julien Lheureux, in consultation with the Administrative Officer Fatma Twahir.

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

The Review Consultant will be hired over a period of 08 months (tentatively from April 2024 to November 2024) and should have the following: Advanced university degree (i.e. master's degree or higher) in management, business administration, economics, engineering, energy or other relevant area is required. A first level degree with additional two years of qualifying experience maybe accepted in lieu of an advanced university degree. A minimum of 2 years of experience in the evaluation and monitoring of development Projects in developing countries is required. Within the 2 years, experience working on technical aspects of development Projects in the environmental / climate change sector in Africa is desirable. Experience in working with national governments in Africa or developing countries is required. English and French are the working languages of the United Nations Secretariat. For this consultancy, fluency (both oral and written) in English and French are required. Working knowledge of the UN system and specifically the work of UNEP is an added advantage. The work will be home-based with possible field visits.

The Review Consultant will be responsible, in close consultation with the UNEP Task Manager, for overall quality of the review and timely delivery of its outputs, described above in Section 11 Review

Deliverables, above. The Review Consultant will ensure that all review criteria and questions are adequately covered.

13. Schedule of the Review

The table below presents the tentative schedule.

Tentative schedule for the Review

Milestone	Indicative dates
Inception Phase	
TR Inception Meeting	15 April 2024
Desk Review of project documentation	15 April - 15 May 2024
Draft TR Inception Report	15 May 2024
Final TR Inception Report	31 May 2024
Data Collection Phase	
Stakeholder survey / e-based interviews	15 April – 31 May 2024
Review mission	June 2024 (exact dates tbd)
Individual interviews	June 2024 (exact dates tbd)
Presentation of preliminary findings (ppt)	30 June 2024
Reporting Phase	
Draft Main Review Report shared with UNEP Task Manager	16 August 2024
Draft Main Review Report shared with wider group of stakeholders	23 August 2024
Consolidated comments on Draft Main Review Report returned to Reviewer by UNEP	6 September 2024
Updated Final Main Review Report with Comments table prepared and shared with UNEP Task Manager	13 September 2024
Final Main Review Report submitted to the UNEP Evaluation Office for validation and quality assessment	16 September 2024
Final Main Review Report validated by UNEP Evaluation Office with quality assessment	14 October 2024
Final Main Review Report shared with all respondents	18 October 2024

14. Contractual Arrangements

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

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

Schedule of Payment:

Deliverable	Amount (US$)
Approved Inception Report ***(as per Guidance Note)***	4,500
Approved Draft Main Review Report ***(as per Guidance Note)***	8,300
Approved Final Main Review Report ***(as per Report Template)***	3,200

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

The consultant may be provided with access to UNEP's information management systems (e.g. PIMS, IPMR, Anubis, SharePoint, etc.) and, if such access is granted, the consultants agree not to disclose information from that system to third parties beyond information required for, and included in, the Review Report.
In case the consultant is not able to provide the deliverables in accordance with these guidelines, and in line with the expected quality standards by the UNEP Task Manager, payment may be withheld at the discretion of the Head of Branch/Unit until the consultants have improved the deliverables to meet UNEP's quality standards.

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

ANNEX XI. GEF PORTAL INPUTS *(for GEF funded projects)*

The following table contains text to be uploaded to the GEF Portal. **It will be drawn from the Review Report, either as copied or summarised text.** In each case, references should be provided for the paragraphs and pages of the report from which the responses have been copied or summarised.

Question: What was the performance at the project's completion against Core Indicator Targets? (For projects approved prior to GEF-7[45], these indicators will be identified retrospectively and comments on performance provided[46]).
Response: The Core Indicator is the number of direct beneficiaries disaggregated by gender as a co-benefit of GEF investment. The project set a target of 80 direct beneficiaries (48 men, 32 women) and ultimately achieved 226 participants (172 men, 54 women), surpassing its initial goal. Note that the ratio is heavily skewed towards men, evidencing the imbalance between men and women within the public sector.
Question: What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR? *(This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval)*
Response: Progress includes the engagement of state actors such as ministries and governmental agencies from all 5 priority sectors as they were involved through workshops, consultations, and Steering Committee meetings. Capacity Building has increased through training sessions to enhance the stakeholders' abilities in climate data management (MRV tools, greenhouse gas [GHG] data collection and exposure to the application of the 2006 IPCC Guidelines). Challenges are the limited participation of Non-State Actors despite the high interest of civil society organizations. Capacity and technical gaps revolved around technical aspects of the training that were found challenging mainly because sessions were too short and lacked follow-up support. Many participants expressed a desire for more in-depth technical training on complex topics like vulnerability assessments and advanced GHG data methodologies. Overall, the project was met with high satisfaction and demand for continued engagement and the establishment of stronger institutional ties.
Question: What were the completed gender-responsive measures and, if applicable, actual gender result areas? *(This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent)*
Response: Yes, gender-responsive measures were implemented in the project, though specific gender result areas were limited. A Gender Action Plan was developed to ensure the participation of women in climate-related processes, aiming to promote gender-sensitive climate policies. The plan encouraged equal participation of men and women, with a focus on improving women's

[45] The GEF is currently operating under the eighth replenishment period of the GEF Trust Fund covering the period July 1, 2022 to June 30, 2026. The GEF Portal Reporting Guide for FY20 Reporting Process indicates that GEF-6 projects that have yet to map existing indicators to GEF-7 Core Indicators need to do so at MTR stage or (if already there) at the time of the TE. .(i.e. not GEF projects approved before GEF-6)
[46] This is not applicable for Enabling Activities

participation in decision-making and ensuring women and youth were actively involved in project activities. The project included gender-sensitive indicators in the results framework, such as tracking the percentage of women appointed as focal points or involved in data management. In terms of participation, the project could not commit to a 50/50 split between men and women due to broader societal constraints. Still, efforts were made to increase women's involvement. This included ensuring that women participated in management, training, and decision-making roles. Thus, while gender representation was not entirely balanced, the project took steps to include gender-responsive measures and aimed to improve women's engagement in climate transparency efforts.
Question: What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. *(Any supporting documents gathered by the Consultant during this review should be shared with the Task Manager for uploading in the GEF Portal)*
Response: The project was rated as low risk for environmental and social safeguards, as its primary focus was on institutional capacity-building for climate transparency. No significant environmental or social risks were identified throughout the implementation of the project. Initially classified as a moderate risk, the project took steps to improve knowledge-sharing by organizing events and leveraging social media platforms, which reduced this risk to low.
Question: What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions? *(This should be based on the documentation approved at CEO Endorsement/Approval)*
Response: A Knowledge Management Strategy was developed and implemented, including mechanisms for sharing lessons learned and best practices. It was part of the CBIT Global Coordination Platform. The project developed knowledge products, such as technical reports and case studies, which were disseminated via workshops and regional networks (Global/Regional CBIT and COP). Challenges included limited online engagement (issues with digital tools) and some capacity and resource constraints for some knowledge products. The project implemented a targeted communication strategy, which included traditional media like radio and TV as well as digital tools such as WhatsApp and email for broader dissemination. Lessons learned and good practices include adaptability to a variety of communication channels (both digital platforms and traditional media).
Question: What are the main findings of the evaluation?
Response: The project was highly relevant, directly supporting Togo's commitments under the Paris Agreement by establishing the MRV system. It was well-aligned with UNEP's Medium-Term Strategy (MTS) and the GEF's Capacity-Building Initiative for Transparency (CBIT). The project addressed critical national needs in climate data management and enhanced Togo's capacity for climate transparency. However, the project faced challenges in ensuring that all sectors fully engaged with the system, highlighting a need for deeper sectoral integration. The project achieved several key outputs, including the development of the Climate Information Management System (CIMS) and the signing of 15 Memoranda of Understanding (MOUs) to facilitate data sharing between ministries. Over 100 stakeholders were trained, improving technical capacities. Despite these successes, some technical issues arose, including difficulties with integrating data from certain sectors and hardware malfunctions during the MRV system rollout. The project demonstrated efficiency in managing resources, with effective financial oversight and quarterly reporting ensuring transparency. However, initial delays due to the COVID-19 pandemic

and slow recruitment of key personnel (PMU members), affected the project timeline. Equipment procurement and server installation delays further extended the project's completion by five months, reflecting some logistical challenges that impacted the pace of implementation.

The project made notable progress in building a foundation for long-term climate transparency. However, sustainability remains a concern, as the MRV system's long-term success depends on further institutionalization and continuous technical support. Limited national budget allocations for ongoing maintenance and the absence of formal incentives for MRV focal points could undermine the project's durability. Without securing additional funding and solidifying institutional processes, the long-term impact of the project may be compromised.

Table 9: GEF portal inputs

ANNEX XII. IMPLEMENTATION PLAN OF RECOMMENDATIONS

Project Title and Reference No.: Togo Climate Transparency Framework (GEF ID 10026)

Contact Person (TM/PM): Julien LHEUREUX

	PLANS			
RECOMMENDATIONS	**ACCEPTED (YES/NO/PARTIALLY)**	**WHAT WILL BE DONE?**	**EXPECTED COMPLETION DATE**	**REPONSIBLE OFFICER/ UNIT/ DIVISION/ AGENCY**
Recommendation 1: Mainstream the MRV system into national legislation and consolidate sectoral MRV teams	Yes	This recommendation is addressed to the national government / Ministry of Environment. The UNEP GEF Climate Mitigation Unit will convey it to the Ministry and the Executing Agency (ANGE) once the Terminal Review report is completed. Since this is a rather long-term recommendation (12-18 months), in the event that Togo expresses interest in entertaining a CBIT phase 2 project with UNEP, the GEF Climate Mitigation Unit will ensure this recommendation is supported through the follow up project.	By end of December 2024 (after validation of the TR report)	GEF Climate Mitigation Unit (UNEP) ANGE / Ministry of Environment
Recommendation 2: Fully operationalize the MRV platform and improve accessibility based on stakeholder feedback	Yes	This recommendation is addressed to ANGE (Executing Agency) and the Ministry of Environment. The UNEP GEF Climate Mitigation Unit will convey it to the Ministry and the Executing Agency (ANGE) once the Terminal Review report is completed. The UNEP GEF Climate Mitigation Unit will follow up with ANGE by mid-2025 to assess the progress on implementing this recommendation.	By end of December 2024 (after validation of the TR report) By end of June 2025	GEF Climate Mitigation Unit (UNEP) ANGE / Ministry of Environment
Recommendation 3: Identify key GHG-emitting categories as a first step towards developing sector-specific emission factors	Yes	This recommendation is addressed to ANGE (Executing Agency) and the Ministry of Environment. The UNEP GEF Climate Mitigation Unit will convey it to the Ministry and the Executing Agency (ANGE) once the Terminal Review report is completed. The UNEP GEF Climate Mitigation Unit will follow up with ANGE by end of year 2025 to assess the progress on implementing this recommendation.	By end of December 2024 (after validation of the TR report) By end of year 2025	GEF Climate Mitigation Unit (UNEP) ANGE / Ministry of Environment
Recommendation 4: Institutionalize GHG inventories and decentralize MRV data collection to regional and local levels	Yes	This recommendation is addressed to the national government / Ministry of Environment. The UNEP GEF Climate Mitigation Unit will convey it to the Ministry and the Executing Agency (ANGE) once the Terminal Review report is completed. Since this is a rather long-term recommendation (12-18 months), in the event that Togo expresses interest in entertaining a CBIT phase 2 project with UNEP, the GEF Climate Mitigation Unit will ensure this recommendation is supported through the follow up project.	By end of December 2024 (after validation of the TR report)	GEF Climate Mitigation Unit (UNEP) ANGE / Ministry of Environment
Recommendation 5: Provide continuous cybersecurity training and upgrade IT infrastructure	Yes	This recommendation is addressed to ANGE (Executing Agency) and the Ministry of Environment (including its IT team). The UNEP GEF Climate Mitigation Unit will convey it to the Ministry and the Executing Agency (ANGE) once the Terminal Review report is completed. The UNEP GEF Climate Mitigation Unit will follow up with ANGE by mid-2025 and end of year 2025 to assess the progress on implementing this recommendation.	By end of December 2024 (after validation of the TR report) By end of June 2025 and end of year 2025	GEF Climate Mitigation Unit (UNEP) ANGE / Ministry of Environment
Recommendation 6: Mobilize climate funds and enhance stakeholder engagement for capacity building	Yes	If Togo expresses interest in entertaining a CBIT phase 2 project with UNEP and if the donor still has funding available in the GEF-8 replenishment, the UNEP GEF Climate Mitigation Unit will remain available to support the country in developing a CBIT phase 2 project concept (PIF) in collaboration with ANGE, for submission to the GEF.	During the course of year 2025	GEF Climate Mitigation Unit (UNEP) ANGE

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

Lesson Learned #1:	Training sessions should be longer and sector-specific to maximize engagement
Context/comment:	Training sessions were very well-received but did not cater adequately to sector-specific needs. When sessions covered broad topics, participants from unrelated sectors showed reduced interest, limiting the overall impact. Additionally, larger groups hindered focused discussions and practical learning. This was a consequence of limited financial resources availability. Sector-specific, smaller group training, with relevant case studies and practical exercises from similar regions, can increase engagement and ensure participants gain applicable skills for their work. This approach would allow for more meaningful, tailored learning experiences.

Lesson Learned #2:	Delays in key procurements can severely impact the timing of crucial project activities.
Context/comment:	The cancellation and relaunch of the call for proposals for MRV equipment caused a cascading delay, forcing most training activities to be conducted at the end of the project. As a result, focal points had minimal time to implement their training in real-world conditions. It is important to ensure that key procurement steps are completed early in the project to allow sufficient time for practical, real-life applications. This would prevent compressed training schedules that leave no room for follow-up support or gradual learning integration.

Lesson Learned #3:	Training should focus on real-life applications and follow-up support to enhance data integration capacity, preferably in real-life conditions (at ministries).
Context/comment:	While participants praised the data collection training, they encountered difficulties in future data entry or consolidating various datasets. This issue was compounded by a lack of post-training support, which left trainees feeling insufficiently equipped for real-life tasks. Future training should include sector-specific modules with real-world applications and ensure ongoing technical support at their workplace. Additionally, tools familiar to all participants, like Excel, should be prioritized over fewer familiar ones (e.g., Google Sheets) to facilitate smoother transitions into daily operations.

Lesson Learned #4:	Establishing sectoral teams of focal points can drive collaboration and sustained engagement post-project.
Context/comment:	After the project's closure, focal points were left without sufficient incentive or a collaborative structure to continue data acquisition and entry. The lack of sectoral teams meant that individual focal points had no peer support, reducing motivation and engagement. Post-project support should consider creating proactive, sector-specific teams of focal points to ensure collective responsibility and continued effort post-project. This approach can increase ownership and foster a collaborative environment, which is critical for maintaining momentum.

Lesson Learned #5:	Sector-specific training and data entry tools are crucial for successful climate data management.
Context/comment:	Participants in sectors like agriculture and forestry (AFAT) faced difficulties integrating historical data and datasets into the MRV system. This highlighted the need for customized data entry tools and training designed to meet the unique needs of each sector. Future projects should prioritize developing sector-specific protocols and tools, ensuring smoother data integration and improved data quality. This approach will enhance the effectiveness of the MRV system across different sectors.

Lesson Learned #6:	Post-project technical support is necessary to sustain momentum and ensure long-term success.
Context/comment:	After the project ended, focal points received insufficient follow-up support, which led to a decline in data collection efforts. This was somewhat mitigated though through a CFA 4M fund for additional activities. However, without post-project engagement, the MRV system's long-term success is at risk. Future interventions should build in post-project technical support mechanisms, including ongoing training and periodic check-ins, to ensure the continued engagement of focal points and the functionality of the MRV system. This will help maintain progress and encourage sustained efforts.

Lesson Learned #7:	Knowledge retention strategies are essential to counteract staff rotation in key climate data roles.
Context/comment:	Frequent rotations of focal points in ministries may lead to the loss of institutional knowledge, which can disrupt the continuity of climate data management. The absence of knowledge retention systems means that new staff often have to start from scratch. Future projects should implement standardized training materials, manuals, and mentoring systems to ensure a smooth transition and retention of critical knowledge, minimizing disruption due to staff changes.

Lesson Learned #8:	Performance-based incentives for focal points can enhance long-term engagement in climate data management.

Context/comment:	Focal points lacked incentives to actively pursue data collection and reporting tasks, leading to potential disengagement over time. Performance-based incentives, such as professional recognition or career development opportunities, should be integrated into future CBIT projects. This will keep focal points motivated and ensure continued effort in maintaining climate data systems beyond the project’s life cycle.

Lesson Learned #9:	Adapting Data Collection Tools Improves Integration into the MRV System.
Context/comment:	Ministries and sectoral agencies often use outdated or incompatible data collection tools, which creates challenges for integrating data into the MRV system. Providing support for updating these tools, along with hands-on training, can improve data collection processes and ensure a smoother integration into the national MRV system. Future projects should prioritize early customization of data tools to meet MRV system requirements, ensuring consistency across sectors.

Lesson Learned #10:	Encouraging Regional Collaboration Strengthens Climate Transparency and Reduces Costs.
Context/comment:	Togo's collaboration with regional climate transparency platforms, such as the West Africa Climate Transparency Hub, can help reduce costs and enhance data-sharing capabilities. By utilizing regional resources like shared data centres and technical support, Togo could improve its climate data management efficiency. This suggests that future projects should encourage regional partnerships to optimize resource use and facilitate knowledge exchange across borders.

ANNEX XIII. QUALITY ASSESSMENT OF THE REVIEW REPORT

Review Title: Developing capacities of Togolese stakeholders to set up and run a national information system for climate transparency (GEF ID 10026)

Consultant: Vincent Lefebvre

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

	UNEP Evaluation Office Comments	Final Review Report Rating
Substantive Report Quality Criteria		
Quality of the Executive Summary Purpose: acts as a stand alone and accurate summary of the main review product, especially for senior management. To include: • concise overview of the review object • clear summary of the review objectives and scope • overall review rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria • reference to where the review ratings table can be found within the report • summary response to key strategic review questions • summary of the main findings of the exercise/synthesis of main conclusions summary of lessons learned and recommendations.	Final report *(coverage/omissions)*: Most required elements are included. However, 1) review ratings, 2) summary responses to key strategic review questions, and 3) reference to where the review rating table can be found within the report are not covered in the Executive summary. Also, the scope of review, especially the timeframe, is not clearly mentioned. Final report *(strengths/weaknesses)*: The Executive Summary serves as a concise presentation of review analysis, which covers both achievements and drawbacks in a well-balanced manner. It enables readers to understand the gist of the review report. Also, the 'Conclusion' part of the Executive Summary somewhat effectively presents the overall 'summary' of the review in a concise manner. The section could have benefitted from the inclusion of a summary of response to the key strategic questions of the Review, to enable all readers to more easily understand the review results at first glance.	**4.5**
Quality of the 'Introduction' Section Purpose: introduces/situates the evaluand in its institutional context, establishes its main parameters (time, value, results, geography) and the purpose of the review itself. To include: • institutional context of the project (sub-programme, Division, Branch etc) • date of PRC approval, project duration and start/end dates • number of project phases (where appropriate)	Final report *(coverage/omissions)*: The 'Introduction' section covers most required information, except UNEP Division/Branch, project duration, and start date. Final report *(strengths/weaknesses)*: The introduction is clear, concise and well written, covering most required information properly. It serves as a good introduction of the report in a comprehensive manner. One area of improvement is that the results frameworks to which it contributes could have been more elaborated. In addition, implementing partners/stakeholders are very broadly described (i.e., *government ministries, civil society organizations, and international partners*), which could have been a little more specified.	**6**

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• results frameworks to which it contributes (e.g. POW Direct Outcome) • coverage of the review (regions/countries where implemented) • implementing and funding partners • total secured budget • whether the project has been evaluated in the past (e.g. mid-term, external agency etc.) concise statement of the purpose of the review and the key intended audience for the findings.		
Quality of the 'Review Methods' Section Purpose: provides reader with clear and comprehensive description of review methods, demonstrates the credibility of the findings and performance ratings. To include: • description of review data collection methods and information sources • justification for methods used (e.g. qualitative/ quantitative; electronic/face-to-face) • number and type of respondents *(see table template)* • selection criteria used to identify respondents, case studies or sites/countries visited • strategies used to increase stakeholder engagement and consultation • methods to include the voices/experiences of different and potentially excluded groups (e.g. vulnerable, gender, marginalised etc) • details of how data were verified (e.g. triangulation, review by stakeholders etc.) • methods used to analyse data (scoring, coding, thematic analysis etc) • review limitations (e.g. low/ imbalanced response rates across different groups; gaps in documentation; language barriers etc) ethics and human rights issues should be highlighted including: how anonymity and	Final report *(coverage/omissions):* The section is complete and covers most required information, including overall strategies and data collection methods. Final report *(strengths/weaknesses):* The main elements of the 'review methods' section have been adequately addressed, including methods used to engage marginalised groups. However, there is no mention of the number of people interviewed (although Annex III covers the list of interviewees, there is no reference in the section to Annex III). In addition, the section does not adequately explain about selection criteria used to identify respondents. A more elaborated explanation about selection criteria and sample size calculation could have enhanced the clarity of review methods (i.e., Paragraph 55 says '*The sample size was selected…'* but does not mention how it was selected and/or calculated). The list of people consulted during the review (Annex III) indicates that all 28 interviewed stakeholders were male; although the reviewer did not interview female stakeholders, this should have been explained in the section. There is limited reference to the inclusion of the voices/ experiences of different and potentially excluded groups. Paragraph 58 includes an ethics statement, which could have been more elaborated to indicate how the reviewer incorporated minorities' perspectives into the review approaches.	**4**

	UNEP Evaluation Office Comments	Final Review Report Rating
confidentiality were protected. Is there an ethics statement? E.g. *'Throughout the* review *process and in the compilation of the Final Review Report efforts have been made to represent the views of both mainstream and more marginalised groups. All efforts to provide respondents with anonymity have been made.*		
Quality of the 'Project' Section Purpose: describes and verifies key dimensions of the evaluand relevant to assessing its performance. To include: • *Context:* overview of the main issue that the project is trying to address, its root causes and consequences on the environment and human well-being (i.e. synopsis of the problem and situational analyses) • *Results framework*: summary of the project's results hierarchy as stated in the ProDoc (or as officially revised) • *Stakeholders:* description of groups of targeted stakeholders organised according to relevant common characteristics • *Project implementation structure and partners:* description of the implementation structure with diagram and a list of key project partners • *Changes in design during implementation:* any key events that affected the project's scope or parameters should be described in brief in chronological order *Project financing:* completed tables of: (a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing	Final report *(coverage/omissions):* The section is almost complete except for a presentation of the Results Framework (only the Objective and Outputs are presented). Final report *(strengths/weaknesses):* The section provides basic project information. There is, however, a strong emphasis on Output-level results. The discussion could have benefitted from the inclusion of more details on the expected medium- to longer-term results (expected Outcomes through to intended Impact). Project financing is well elaborated in chronological order highlighting key milestones/events affecting project financing. The completed tables on project financing have been recorded in an annex. Changes in design during implementation are adequately explained with clarity. The description of stakeholders is also sufficiently detailed.	**5**
Quality of the Theory of Change Purpose: to set out the TOC at Review in diagrammatic and narrative forms to support consistent project performance; to articulate the causal pathways with drivers and assumptions and justify any reconstruction necessary to assess the project's performance. To include:	Final report *(coverage/omissions):* The section includes the TOC diagram and a table showing the comparison between the original results statements in the Prodoc vs their reconstructed/reformulation at evaluation. A detailed narrative explaining the TOC is missing; causal pathways, drivers, and assumptions are not explicitly articulated in a narrative form. Final report *(strengths/weaknesses):* While the TOC diagram is presented, there is no accompanying narrative to describe, in detail, the causal pathways from the	**2.5**

	UNEP Evaluation Office Comments	Final Review Report Rating
• description of how the *TOC at Review*[47] was designed (who was involved etc) • confirmation/reconstruction of results in accordance with UNEP definitions • articulation of causal pathways • identification of drivers and assumptions • identification of key actors in the change process summary of the reconstruction/results re-formulation in tabular form. *The two results hierarchies (original/formal revision and reconstructed) should be presented as a two-column table to show clearly that, although wording and placement may have changed, the results 'goal posts' have not been 'moved'.* This table may have initially been presented in the Inception Report and should appear somewhere in the Main Review report.	programmed Outputs through to the intended Impact. Arrows used to depict causality between different results have also not been included. Drivers and Assumptions indicated in the TOC diagram have not been expounded upon. Key actors in the change process are not explained adequately either; these are only broadly mentioned without details. In addition, the section only partially describes how the TOC at Review was designed, which misses some relevant information, such as who was involved. Justification for the reformulation of some results statements in the TOC (e.g. Outcome, Intermediate States and Impact) has been provided; there is however concern about the changes being introduced in the original Outputs statements (Outputs 2 and 4) as these changes imply that certain activities can be done retrospectively (i.e. greater focus on data accuracy and the inclusion of refresher training). These changes could have been better reflected under 'TOC Drivers' instead, and their role in influencing the change process described accordingly.	
Quality of Key Findings within the Report Presentation of evidence: nature of evidence should be clear (interview, document, survey, observation, online resources etc) and evidence should be explicitly triangulated unless noted as having a single source. Consistency within the report: all parts of the report should form consistent support for findings and performance ratings, which should be in line with UNEP's Criteria Ratings Matrix. Findings Statements (where applicable): The frame of reference for a finding should be an individual review criterion or a strategic question from the TOR. **A finding should go beyond description and uses analysis to provide insights that aid learning specific to the evaluand.** In some cases a findings statement may articulate a key element that has determined the performance rating of a	Final report *(coverage/omissions):* There are no stand-alone finding statements within the report. Findings are embedded within the report under the relevant criteria, in the Summary Table of Ratings, and in the responses to Key Strategic Questions and GEF Portal Questions. Final report *(strengths/weaknesses):* Evidence, especially interviews and documents, are generally well presented to back up findings. Many findings also provide insights that enhance learning. Under some criteria, however, analyses could have been more comprehensive to provide stronger evidence for the ratings.	**5**

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

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criterion. Findings will frequently provide insight into 'how' and/or 'why' questions.		
Quality of 'Strategic Relevance' Section <u>Purpose:</u> to present evidence and analysis of project strategic relevance with respect to UNEP, partner and geographic policies and strategies at the time of project approval. To include: Assessment of the evaluand's relevance vis-à-vis: • Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities • Alignment to Donor/GEF/Partners Strategic Priorities • Relevance to Regional, Sub-regional and National Environmental Priorities Complementarity with Existing Interventions: complementarity of the project at design (or during inception/mobilisation[48]), with other interventions addressing the needs of the same target groups.	Final report *(coverage/omissions):* The section is complete and discusses all the required aspects of relevance. Final report *(strengths/weaknesses):* Alignment to various strategies and priorities is well analysed, with linkages to evidence, sources. Analysis of both external coherence and internal coherence, is conducted in detail and from multiple perspectives, which provides insights on 'Sustainability'. External coherence is particularly well analysed, with extensive research on various donors' interventions and is described concisely.	**6**
Quality of the 'Quality of Project Design' Section <u>Purpose:</u> to present a summary of the strengths and weaknesses of project design, on the basis that the detailed assessment was presented in the Inception Report.	Final report *(coverage/omissions):* The section is complete; it presents a summary of project design covering both its main strengths and weaknesses. Final report *(strengths/weaknesses):* A summary of the main aspects of project design have been described sufficiently and the overall rating is included. Strength of project design is well articulated in a concise manner. However, the assessment goes beyond commenting on the design of the project and into reflections on implementation. For instance, following the in-country mission there were changes made to the ratings originally given at Inception stage. The point of reference for the QPD assessment should primarily be the Prodoc and not data collected in the field during the Terminal Review. Adding justifications/reasons for the change of two sub-criteria ratings from the inception phase might have provided stronger evidence to the reviewer's decision.	**4**

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

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Quality of the 'Nature of the External Context' Section Purpose: to describe and recognise, when appropriate, key external features of the project's implementing context that limited the project's performance (e.g. conflict, natural disaster, political upheaval[49]), and how they affected performance. While additional details of the implementing context may be informative, this section should clearly record whether or not a major and unexpected disrupting event took place during the project's life in the implementing sites.	Final report *(coverage/omissions):* The section provides brief analysis of key external features of the project's implementing contexts. Non-existence of major and unexpected disrupting events is also clearly mentioned. Final report *(strengths/weaknesses):* The report clearly describes the main external factors that affected project implementation, including the COVID-19 pandemic which was the most significant challenge. However, a little more detailed analysis might have better justified the reviewer's ratings. For example, the section mentions that human resources challenges existed early on but did not critically affect the project performance. However, the details/reasons are not articulated. Similarly, the report says *'institutional limitations related to data availability and sharing occasionally hindered the pace of some activities'* but no details are provided.	**4.5**
Quality of 'Effectiveness' Section **(i) Availability of Outputs:** Purpose: to present a well-reasoned, complete and evidence-based assessment of the outputs made available to the intended beneficiaries. To include: • a convincing, evidence-supported and clear presentation of the outputs made available by the project compared to its approved plans and budget • assessment of the nature and scale of outputs versus the project indicators and targets • assessment of the timeliness, quality and utility of outputs to intended beneficiaries identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or	Final report *(coverage/omissions):* The section is complete. Availability of the outputs is analysed in detail, elaborating on causes of achievements and non-achievements in a narrative format. The timeliness is also mentioned for some outputs. Final report *(strengths/weaknesses):* All the project Outputs have been assessed in sufficient detail and a suitable justification for the 'MS' rating has been provided. The section offers an analysis of the Outputs that were made available to the intended beneficiaries and also highlights where the project did not deliver as expected and the reasons behind it. However, identification of positive or negative effects of the project on disadvantaged groups, including gender, is not described in the section. It is also difficult for readers to understand the achievement of outputs/milestones versus	**5**

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

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marginalisation (e.g. through disability).	the project indicators/targets at first glance because the section does not have summary tables (results framework table from the ProDoc is annexed to the review report but no results are added).	
ii) Achievement of Project Outcomes: <u>Purpose:</u> to present a well-reasoned, complete and evidence-based assessment of the uptake, adoption and/or implementation of outputs by the intended beneficiaries. This may include behaviour changes at an individual or collective level. To include: • a convincing and evidence-supported analysis of the uptake of outputs by intended beneficiaries • assessment of the nature, depth and scale of outcomes versus the project indicators and targets • discussion of the contribution, credible association and/or attribution of outcome level changes to the work of the project itself • any constraints to attributing effects to the projects' work identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	Final report *(coverage/omissions):* The section is complete. Strategic questions are also answered with examples and evidence. Final report *(strengths/weaknesses):* The review provides a detailed assessment of the Outcome achievement and gives supporting evidence to justify the rating given. The relevant strategic questions, i.e. relating to Outcome-level results, have been discussed in this section to complement the findings. Challenges and limitations are well analysed and elaborated in the section, which further serves as evidence of the rating. However, reference to ToC could have provided stronger evidence to the outcome analysis. It might have clarified causal pathways and credible associations between outputs and outcomes. Further, the potential effects of the project on disadvantaged groups, including gender, should have been elaborated.	**4.5**
(iii) Likelihood of Impact: <u>Purpose:</u> to present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to likelihood of impact, including an assessment of the extent to which drivers and assumptions necessary for change to happen, were seen to be holding. To include: • an explanation of how causal pathways emerged and change processes can be shown • an explanation of the roles played by key actors and change agents • explicit discussion of how drivers and assumptions played out	Final report *(coverage/omissions):* The section is complete however it only partially covers the causal pathways and roles played by key actors and change agents are not mentioned. Final report *(strengths/weaknesses):* The review provides a detailed assessment of the likelihood of Impact achievement and gives supporting evidence. The rating given is however inconsistent with the findings presented, as it appears that at the time of project closure there were still significant obstacles and gaps impacting the MRV system's functionality. The section could have benefited from a more in-depth discussion on the status of the Drivers and Assumptions identified in	**4**

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identification of any unintended negative effects of the project, especially on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	the TOC to come up with a more objective rating for this criterion. There is no clear reference to the TOC accompanied by an detailed analysis of the causal pathways. A proper assessment of key actors/change agents and their roles could have provided more evidence to the reviewer's analysis. Unintended negative impacts of the project, especially on disadvantaged groups should have been more extensively analysed.	
Quality of 'Financial Management' Section <u>Purpose:</u> to present an integrated analysis of all dimensions evaluated under financial management and include a completed 'financial management' table (may be annexed). Consider how well the report addresses the following: • *adherence* to UNEP's financial policies and procedures • *completeness* of financial information, including the actual project costs (total and per activity) and actual co-financing used *communication* between financial and project management staff	Final report *(coverage/omissions):* The section is complete; all three sub-sections are analysed. Final report *(strengths/weaknesses):* All the dimensions of financial management have been adequately assessed; the 'financial management' table has been included within the section to support the findings. For analysis on adherence to UNEP's financial policies and procedures, the project's budget/expenditure/workplan management could have been analysed in more detail. It is only briefly mentioned in the section.	**5**
Quality of 'Efficiency' Section <u>Purpose:</u> to present an integrated analysis of all dimensions evaluated under efficiency (i.e. the primary categories of cost-effectiveness and timeliness). To include: • time-saving measures put in place to maximise results within the secured budget and agreed project timeframe • discussion of making use, during project implementation, of/building on pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. • implications of any delays and no cost extensions the extent to which the management of the project minimised UNEP's environmental footprint.	Final report *(coverage/omissions):* The section is complete. Efforts to minimise UNEP's environmental footprint are not described in the section. Final report *(strengths/weaknesses):* The dimensions under efficiency (cost-effectiveness and timeliness) have been discussed in sufficient detail and examples have been provided to support the rating given. The relevant strategic question (i.e. related to delays affecting performance) has been addressed under this section. While analyses on challenges and countermeasures are well elaborated, especially on delay due to procurement and COVID-19 pandemic, there is limited mention of how the project made use of pre-existing facilities and/or synergies with other initiatives, although strategic relevance analysis has identified other existing interventions.	**5**

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Quality of 'Monitoring and Reporting' Section <u>Purpose:</u> to present well-reasoned, complete and evidence-based assessment of the evaluand's monitoring and reporting. Consider how well the report addresses the following: • quality of the monitoring design and budgeting *(including SMART results with measurable indicators, resources for MTE/R etc.)* • quality of monitoring of project implementation *(including use of monitoring data for adaptive management)* • quality of project reporting *(e.g. PIMS and donor reports) *	Final report *(coverage/omissions):* The section is complete. All three sub-sections are broadly analysed. Final report *(strengths/weaknesses):* All the dimensions of Monitoring and Reporting have been assessed and examples provided as the supporting evidence. In general, the section does not gather information/evidence adequately at sub-criteria levels, which limits the determination of the rating. With rather broad analysis, the reviewer has rated all sub-criteria as 'Highly Satisfactory' but without more concrete evidence, it would not be possible to validate these ratings. Nonetheless, the section elaborates well on the project's collection of gender-disaggregated data with concrete examples, which provides some degree of evidence. The relevant GEF Portal question (i.e. relating to the Core Indicator Targets) has been addressed under one of the sub-sections.	**4.5**
Quality of 'Sustainability' Section <u>Purpose:</u> to present an integrated analysis of all dimensions evaluated under sustainability (i.e. the endurance of benefits achieved at outcome level). Consider how well the report addresses the following: • socio-political sustainability • financial sustainability institutional sustainability	Final report *(coverage/omissions):* The section is complete. All three different aspects of sustainability are analysed and elaborated in the report. Final report *(strengths/weaknesses):* All the dimensions of sustainably have been assessed in sufficient detail. The assessments made are well-reasoned and supported with actual examples. For socio-political sustainability, the reviewer conducted concrete analysis with details, identifying potential sustainability and its associated risks. The same is true for financial sustainability. However, the section does not include a few important details (i.e., what percentage of the required future funding requirements are likely to be secured/ have been secured), which prevents objective scoring. For institutional sustainability, institutional capacity, frameworks, and ministerial agreements are adequately analysed with strong focus on institutional ownership.	**6**
Quality of Factors Affecting Performance Section <u>Purpose:</u> These factors are not always discussed in stand-alone sections and may be integrated in the other performance criteria as appropriate. However, if not addressed substantively in this section, a cross reference must be given to where the topic is addressed and that entry must be	Final report *(coverage/omissions):* The factors affecting performance have all been presented in stand-alone subsections in this chapter. Final report *(strengths/weaknesses):* The discussion of factors affecting performance is sufficient and consistent with the findings presented in relevant	**5**

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sufficient to justify the performance rating for these factors. Consider how well the review report, either in this section or in cross-referenced sections, covers the following cross-cutting themes: • preparation and readiness • quality of project management and supervision[50] • stakeholder participation and co-operation • responsiveness to human rights and gender equality • environmental and social safeguards • country ownership and driven-ness communication and public awareness	sections of the report (although no cross-references are made to the relevant report sections). Various GEF Portal questions have also been addressed in the appropriate sub-categories.	
Quality of the Conclusions Section **(i) Conclusions Narrative:** Purpose: to present summative statements reflecting on prominent aspects of the performance of the evaluand as a whole, they should be derived from the synthesized analysis of evidence gathered during the review process. To include: • compelling narrative providing an integrated summary of the strengths and weakness in overall performance (achievements and limitations) of the project • clear and succinct response to the key strategic questions human rights and gender dimensions of the intervention should be discussed explicitly (e.g. how these dimensions were considered, addressed or impacted on)	Final report *(coverage/omissions):* Section is complete with the exception of a few elements (human rights and gender) Final report *(strengths/weaknesses):* The conclusion includes summative statements covering selected review criteria. The main strengths and weaknesses in project performance have been highlighted in a well-balanced manner with sufficient details. Responses to the review's key strategic questions have been summarised here (they are covered in greater detail in other relevant sections of the report). The chapter includes a table presenting the summary of project findings and ratings. The section could have benefitted cross-references to evidence in the main body of the report, including data/figures, to make the narrative more compelling. Human rights and gender dimensions are not discussed. Several significant features of the project are mentioned in paras 71 (mapping stakeholders roles in MRV), 73 (tracking climate finance), 75 (private sector engagement) and 77 (initiatives to strengthen participation across all gender groups). The report would have been stronger if these features had been	**5**

[50] In some cases 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the executing agency and the technical backstopping provided by UNEP. This includes providing the answers to the questions on Core Indicator Targets, stakeholder engagement, gender responsiveness, safeguards and knowledge management, required for the GEF portal.

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	discussed in greater depth or returned to in the Conclusions.	
ii) Utility of the Lessons: <u>Purpose:</u> to present both positive and negative lessons that have potential for wider application and use (replication and generalization) Consider how well the lessons achieve the following: • are rooted in real project experiences (i.e. derived from explicit review findings or from problems encountered and mistakes made that should be avoided in the future) • briefly describe the context from which they are derived and those contexts in which they may be useful do not duplicate recommendations	Final report *(coverage/omissions):* Lessons learned and their contextual background have been presented. Final report *(strengths/weaknesses):* The lessons learned are formulated in a way that allows for wider application and use. The context from which the lessons learned have been drawn, come from actual findings in the report; if read together, it is possible to have a deeper understanding the general message behind the lessons presented. In particular, potential benefits of applying lessons are well analysed and articulated for each lesson learned, which makes the review forward-looking. A potential weakness of the section is lack of human rights and gender consideration. 5 out of 10 lessons learned are relevant to capacity building and training, which makes sense given that the project focuses on these activities and the review findings have identified many achievements and challenges in these areas. However, lessons learned from more diverse perspectives might have been even more beneficial.	**5.5**
(iii) Utility and Actionability of the Recommendations: <u>Purpose:</u> to present proposals for specific action to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results. Consider how well the lessons achieve the following: • are feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when • include at least one recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions • represent a measurable performance target in order that the Evaluation Office can monitor and assess compliance with the recommendations.	Final report *(coverage/omissions):* The report contains several recommendations presented in the required format. Final report *(strengths/weaknesses):* The proposed actions are practical and specify what action is to be taken and the agency for their implementation. The recommendations could have benefited from a more detailed description of the specific actions to be undertaken (too summarised and open to being interpreted quite broadly). Almost all recommendations, except #6, rely on external stakeholders' actions. These recommendations are mostly beyond control of UNEP, which may potentially cast some doubt on actionability of the recommendations (although as per general practices of review/ evaluation, a few recommendations could be addressed to a third party as 'partner recommendations'). 3 recommendations (#1, #2, and #4, especially #1 and #4) are quite long-term	**4**

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<u>NOTES:</u> **(i)** In cases where the recommendation is addressed to a third party, compliance can only be monitored and assessed where a contractual/legal agreement remains in place. Without such an agreement, the recommendation should be formulated to say that UNEP project staff should pass on the recommendation to the relevant third party in an effective or substantive manner. The effective transmission by UNEP of the recommendation will then be monitored for compliance. **(ii)** Where a new project phase is already under discussion or in preparation with the same third party, a recommendation can be made to address the issue in the next phase.	and at high level, and may be affected by many uncertain, external factors. This may potentially pose some question on feasibility of the recommendations. Also, proposed implementation timeframes of these three recommendations that are indicated in table do not necessarily match significance of the recommendations. It may take much more time and also make setting measurable performance targets difficult.	
Quality of Report Structure and Presentation **(i) Structure and completeness of the report:** To what extent does the report follow the Evaluation Office structure and formatting guidelines? Are all requested Annexes included and complete?	Final report *(coverage/omissions):* The report is mostly complete; it contains all necessary sections following the UNEP guidelines. All required Annexed are included. Final report *(strengths/weaknesses):* The report is generally well-structured following the guidelines. Sound analyses and ratings are provided across the report. Only the following elements could have been further improved: Stronger analysis of Gender/human rights-related issues; sufficient evidence to support the analysis of some sub-criteria; and stronger linkages of the ToC to the analysis of the review criteria	**5.5**
(ii) Writing and formatting: Consider whether the report is well written (clear English language and grammar) with language that is adequate in quality and tone for an official document? Do visual aids, such as maps and graphs convey key information?	Final report *(strengths/weaknesses):* The language is clear and easy to comprehend. The tone is professional and adequate for an official document. The report is very easy to follow, enabling all readers to understand what is written across the report. The use of abbreviations, after introduction, is not consistently applied, with frequent repetition of both the term in full and the abbreviation. Use of visual aids was limited to tables, graphs, and diagrams used to support the narrative.	**5.5**
		4.8