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Terminal Evaluation of the UNEP-GEF Project
'Strengthening the capacity of institutions in Zimbabwe to conform to the transparency requirements of the Paris Agreement' (GEF ID 10429)
2021-2024

Evaluation Office of the United Nations Environment Programme

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(Strengthening the capacity of institutions in Zimbabwe to conform to the transparency requirements of the Paris Agreement)
(GEF ID 10429)
(Date 06/2025)

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The evaluation consultant hopes that the findings, conclusions and recommendations will support practical improvements and sustainability of project results, as well as formulation of a possible CBIT Phase 2, and to the continuous improvement of similar projects in other countries and regions.

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Brief consultant biography

Justine Braby has an academic background in zoology, education and law, as well as completed courses in economic development and depth facilitation. Her professional expertise ranges from project development, implementation to evaluation of GEF and other donor-funded projects for agencies like UNEP, UNDP, FAO and IUCN. She has been focusing her expertise on evaluations and has had extensive experience in terminal evaluations spanning across the world. She has technical expertise in climate change, sustainable land management, biodiversity and ecosystem services, alternative development paradigms and economic development, coastal zone management, water resources management, protected areas management and financing, among others (including publications experience in these fields). Justine resides in Namibia.

About the Evaluation

Joint Evaluation: No

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Brief Description: This report is a Terminal Evaluation of the UNEP/GEF project "Strengthening the capacity of institutions in Zimbabwe to conform to the transparency requirements of the Paris Agreement" (GEF ID 10429) implemented between 2021 and 2024. The evaluation 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 evaluation 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, MECW and CCMD, and relevant project partners.

Key words: CBIT, NDC, climate change reporting, BTR, Emission Factor, MRV, GHG emissions, GHG inventory, ETF

Primary data collection period: January - April 2025

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List of acronyms and abbreviations

AFOLU	Agriculture, Forestry, and Other Land Use
BTR	Biennial Transparency Reports
BUR	Biennial Update Report
CCMD	Climate Change Management Department
CTCU	Climate Transparency and Compliance Unit
DevProMIS	Development Project Management Information System
EA	Executing Agency
EMA	Environmental Management Agency
ETF	Enhanced Transparency Framework
FMO	Financial Management Officer
GEB	Global Environmental Benefits
GEF	Global Environment Facility
GHG	Greenhouse Gases
GHGIMS	Greenhouse Gas Inventory Management System
GHGMI	Greenhouse Gas Management Institute
IA	Implementing Agency
ICAT	Initiative for Climate Action Transparency
IIP	Inventory Improvement Tracker
IOM	International Organisation for Migration
IPCC	Intergovernmental Panel on Climate Change
IPPU	Industrial Processes and Product Use
IS	Intermediate States
MECTHI	Ministry of Environment, Climate, Tourism and Hospitality Industry
MECW	Ministry of Environment, Climate and Wildlife
NAP	National Adaptation Plan
NC	National Communications
NCCCS	National Climate Change Communications Strategy
NDC	Nationally Determined Contribution
OTP	Online Transparency Portal
PCA	Partnership Cooperation Agreement
PCS	Project Steering Committee
PMU	Project Management Unit
PPG	Project Preparation Grant
PRC	Project Review Committee
QA/QC	Quality Control/Quality Assurance
rTOC	Revised Theory of Change
SIRDC	Scientific Industrial Research Development Centre
TE	Terminal Evaluation
ZICMA	Zimbabwe Carbon Market Authority

Project identification table

Table 1: Project Identification Table

GEF Project ID/SMA ID[1]:	GEF ID 10429	SMA ID 85217	
Implementing Agency (UNEP Division/Branch/Unit):	UNEP Climate Change Division - Mitigation Branch – GEF Climate Mitigation Unit	**Executing Agency:**	Zimbabwe's Ministry of Environment, Climate and Wildlife (MECW)[2]
Sources of Funding (Co-finance):	Country[3](ies): Zimbabwe		Institution[4] Name/Type: Ministry of Finance and Economic Development / Ministry of Environment, Climate and Wildlife
Relevant SDG(s):	SDG 13 – Take urgent action to combat climate change and its Impacts SDG Target 13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning. SDG Indicator 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		
MTS (at approval):	MTS 2018-2021		
POW Direct Outcome(s) number/reference *(applicable for projects approved from 2022):* **OR** **POW Output(s) number/reference *(applicable for projects approved pre-2022)***	*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*	**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):***	*MTS 2025 Outcome:* *1C - State and non-state actors adopt the enhanced transparency framework arrangements under the Paris Agreement*
	POW Output:		*POW Expected Accomplishment:* *(b) Countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies*
Sub-programme:	Climate action (UNEP 2022-2025 MTS)	**Programme Coordination Project:**	Transparency PCP

[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] Previously called Ministry of Environment, Climate, Tourism and Hospitality Industry (MECTHI)
[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.

GEF Project ID/SMA ID[1]:	GEF ID 10429	SMA ID 85217	
UNEP approval date:	23 September 2021	**GEF approval date:**	8 July 2021
GEF Operational Programme #:	GEF-7	**GEF Strategic Priority:**	CCM-3-8: Foster enabling conditions for mainstreaming mitigation concerns into sustainable development strategies through capacity building initiative for transparency (CBIT)
Project type:	Medium-size Project	**Focal Area(s):**	Climate Change Mitigation
***Expected* start date:**	1 October 2021	**Actual start date:**	24 September 2021
***Planned* completion date:**	31 December 2024	**Actual operational completion date:**	31 December 2024
***Planned* total project budget at approval:**	USD 1,565,600	**Actual total expenditures reported :**	USD 1,487,183
GEF grant allocation:	USD 1,210,000 (+USD 114,950 agency fee)	**GEF grant expenditures reported :**	USD 1,131,583
***Expected* Medium-Size Project/Full-Size Project co-financing:**	In-kind: USD 355,600	**Secured Medium-Size Project/Full-Size Project co-financing as of 31 December 2024:**	In-kind: USD 355,600
No. of formal project revisions:	1	**Date of last approved project revision:**	2 October 2023
No. of Steering Committee meetings:	8	**Date of Last Steering Committee meeting:**	16 December 2024
Mid-term Review/ Evaluation *(planned date):*	N/A	**Mid-term Review/ Evaluation (actual date):**	N/A
Terminal Evaluation *(planned date):*	30 June 2025	**Terminal Evaluation (actual date):**	January - June 2025
Coverage - Country(ies):	Zimbabwe	**Coverage - Region(s):**	Africa
Dates of previous project phases:	N/A	**Status of future project phases:**	N/A yet

Executive Summary

Project background

1. The UNEP/GEF project "Strengthening the capacity of Institutions in Zimbabwe to conform to the Transparency Requirements of the Paris Agreement" (GEF ID 10429) was a medium-sized project with a GEF budget of USD 1,324,950. The project officially started on 24 September 2021 and ended on 31 December 2024 (just over three years of implementation).

2. The project was implemented by the UNEP-GEF Climate Mitigation Unit (under the Climate Change Division) and executed by the Ministry of Environment, Climate and Wildlife of Zimbabwe through the Climate Change Management Department.

3. The project objective was to assist Zimbabwe to comply with the requirements of the Enhanced Transparency Framework under the Paris Agreement on Climate Change.

4. It tried to address the challenges Zimbabwe was facing in its transparency reporting obligations by (a) strengthening institutional arrangements and legal frameworks to support reporting, (b) establishing an online MRV portal, (c) develop reporting tools for GHG inventories, mitigation and adaptation, (d) develop a national climate change strategy.

5. The project had four outputs (institutional arrangements and legal framework, GHG inventory work, NDC work, and mitigation projects and decision-making). The project outcome was that Zimbabwe's tracking and reporting of Greenhouse Gas (GHG) emissions and Nationally Determined Contribution (NDC) is improved as a result of strengthened Measuring, Reporting and Verification (MRV) systems to comply with the Enhanced Transparency Framework.

This evaluation

6. In line with UNEP's Evaluation Policy, the Terminal Evaluation was conducted with two main purposes: (1) to provide evidence of results to meet accountability requirements, and (2) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and its key partners toward moving the results towards impact for the country.

7. An external evaluator was commissioned by the UNEP Evaluation Office to conduct the Terminal Evaluation between January and June 2025. This was done through extensive document studies, online interviews, a country visit and interviews (23 February to 1 March 2025), and an online survey (that ran from February through April 2025).

8. A Theory of Change (TOC) was slightly reconstructed for the purposes of the evaluation (Section IV in the main report) which shows the causal pathways from outputs to project outcomes to intermediate states, and finally the project long-term impact, on the basis that key drivers and assumptions outlined in the TOC would be maintained. The broader impact for the project was to move toward climate resilience and carbon-neutrality.

9. This report encompasses the terminal evaluation of the project (abbreviated to "CBIT Zimbabwe Project" for the purposes of the report).

Key findings

10. The project was strategically aligned to the United Nations Environment Programme (UNEP) Mid-term Strategy (MTS) 2019-2021 as well as MTS 2022-2025 through the climate change priority areas. The project also effectively addressed the Global Environment Facility (GEF) focal area of climate change mitigation. It was also highly relevant to the regional and national needs of the country, and most notably was meeting the direct needs of the Climate Change Management Department (CCMD) whose mandate is climate reporting at national and international level.

11. The project was overall well-designed in that it was strategically aligned as mentioned above, but that it also had a robust analysis of the gaps and barriers in the MRV system and the baseline situation, had a strong Theory of Change, effective governance and supervision arrangements planned out, and had a robust mitigation strategy to deal with the COVID-19 pandemic.

12. The project delivered on its outputs. Most notably, the major achievements included the establishment of institutional arrangements, the Climate Change Bill, the establishment of a Climate Transparency and Compliance Unit (Output 1.1), the establishment of a GHG database on the Online Transparency Portal, enhanced GHG technical capacity, a Quality Assurance and Quality Control improvement plan, and the development of 23 country-specific Emission Factors in the AFOLU sector (Output 1.2), the establishment of a NDC Technical Working Group, the development NDC tracking indicators, the inclusion of these into the Online Transparency Portal, the climate transparency improvement plan for the MRV system (Output 1.3), and finally, the development of emission profiles and mitigation scenarios and projections, enhanced capacity in interpretation of MRV outputs for decision making, and a National Climate Change Communication Strategy (Output 1.4).

13. The project outcome statement revised by the evaluation ('Zimbabwe's tracking and reporting of GHG emissions and NDC improved as a result of strengthened MRV systems to comply with the Enhanced Transparency Framework') was achieved with some operational aspects still pending. Aspects and pending items are discussed below:

i. Institutional arrangements: there has been a lot of improvement in this area, the CBIT Zimbabwe project really helped set up the institutional structures for clear climate reporting, focusing on who is responsible for what. A very strong institutional arrangement has been validated. It also tried to set up more formalised structures for data provision and managed to do this *to an extent*. The data sharing agreements are there on paper, but not yet in practice, the Climate Transparency and Compliance Unit (CTCU) is there on paper and operational but with a skeletal staff, and the Climate Bill is there on paper but still needing to be enacted. The project did an excellent job in trying to embed the institutional arrangements and enhance stakeholder participation in climate reporting, with a number of institutions now working actively on this with CCMD.

ii. Capacities developed: the project has made an enormous effort through its many workshops and training to build capacities (Greenhouse Gas (GHG) inventories, Nationally Determined Contributions (NDC) tracking, the Greenhouse Gas Inventory Management System (GHGIMS and the Online Transparency Portal (OTP) access and use, climate finance, climate projections and decision-making), and especially to raise the profile of women and youth. Government, academia, private industry and local-level participation was included in these trainings, and not only does Zimbabwe have a larger pool of experts now, it also has a much larger understanding among different sectors of the importance of transparent climate reporting.

iii. NDC tracking tools and the Technical Working Group: This excellent learning-by-doing approach of using a group of existing experts with a group of upcoming experts not only led to quality NDC tracking work, various tools and templates included into the GHG database, and 8 training modules, it also led to an enlarged pool of nationally capacitated experts. Particularly this was a good model for the empowerment of upcoming female professionals in this field.

iv. The GHG inventory management system and the OTP is a strong contribution to more streamlined reporting once properly taken up. It is unfortunate this was not used for the BTR1/NC5 development, but understandably this database was being tested and finalised in parallel. The sustainability of much of the project's outcome depends on this being used for BTR2.

v. The Climate Bill: the climate bill being enacted is a key move that will provide the legal backing for not only the full operationalisation of the CTCU, the administration of the GHGIMS and the OTP, the data sharing and provision from data providers, but also for the overall uptake and move towards impact, as much of what the project has been built is a massive contributor to an improved and more transparent system of reporting. Of course, even when the Climate Bill is enacted, many aspects depend on limited budgets from Treasury.

14. The BTR1/NC5 should have used the systems put in place by CBIT but it didn't, a new Permanent Secretary came on board, time was really limited, people reverted to what they were comfortable with. It is really important the BTR2 use the structures brought about by project; the evaluator was told this would be the case but would highlight this strongly in this TE.

15. Overall, evidenced by the project's interventions, the country is moving towards better measurement of climate data and reporting and collecting but also trying to be more ambitious in its NDC within the context of its economic limits. The improvement plans development, national political will up to the President-level on climate change, the bill being passed is overall moving in the right direction toward impact (climate resilience and carbon neutrality). A second phase of CBIT would be an important contribution towards this effort.

16. The project helped the country move towards better measurement of climate data and reporting, as well as raising its ambitions and moving towards impact (climate resilience and carbon neutrality).

17. The project was highly efficient, this was a result of a strong management structure, appropriate and high-quality stakeholder engagement leading to strong partnerships, and a highly useful Steering Committee.

18. Sustainability aspects are likely, especially considering the high political will and the fast-tracking of the Climate Bill which will create the legal backing for sustaining project results (data provision and the operationalisation of the CTCU), as well as the institutional strengthening aspects which have created a strong network of active partners in climate reporting. That said, financial sustainability might be slightly risky given the budget limitations in terms of public spending.

19. Project performance, management, stakeholder engagement and communication were excellent. The Project Steering Committee (PSC) met regularly with active members and was an excellent platform5 to hear any challenges the PMU had and to support the Project Technical Coordinator (PTC) proposals when adaptive management was needed and guide the project effectively toward results attainment.

20. The Implementing Agency (IA) was actively involved and performed its role as outlined in the Project Document and PCA. Three in person visits took place by the Programme Assistant, the Inception Meeting was attended by the Task Manager in an online capacity (here the Task Manager gave a presentation). Overall, there were clear communications between IA and the Executing Agency (EA).

21. The project was really well managed, the evaluation attributed this to a technically strong PTC who had a good understanding of what was required and was able to clearly communicate this to stakeholders. In addition, effective partnerships and engaged partners contributed strongly to the efficacy of project results attainment. Overall, stakeholder participation and cooperation was excellent in this project.

22. The project also made strong efforts to integrate gender considerations in what is generally a male-dominated field, particularly including a gender focal point from the Ministry of Women's Affairs who advised the project and supported strong women and youth participation and leadership, most notably in the PSC, the TWG, and the various capacity-building interventions, as well as the climate bill which resulted in two clauses out of eight specifically focused on gender empowerment and considerations in climate change.

Conclusions

23. The project performance is assessed as Satisfactory. A full Table of ratings (Table 10) is presented in the conclusion section of the main report.

24. The conclusion statements are based on the key findings of the evaluation report based on the evaluation criteria (as per the Evaluation Matrix in Annex 2). The key statements below are organised under the four strategic questions.

- 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?

25. The project greatly enhanced the capacity of project stakeholders through a number of training workshops, particularly in Greenhouse Gas (GHG) inventories and the Greenhouse Gas Information Management System (GHGIMS) and Online Transparency Portal (OTP), the Nationally Determined Contributions (NDC) tracking, climate finance, and mitigations projections, as well as turning climate science into effective decision-making. These stakeholders are effectively main users of the tools and platforms created through the project. The Climate Bill is a powerful contributor, and through partners support, CBIT managed to add value to this process. It is obvious that the project has catalysed an enormous amount of progress in the country toward the ETF. It achieved its ambition as far as was realistic given the timeframe.

[5] These visits included the 3rd PSC meeting (December 2022), a regional Peer-to-Peer learning exchange (February 2024) and the final PSC (December 2024).

26. The project delivered excellently on its project outputs and deliverables despite facing some challenges in securing consultancies where capacity was limited in-country and international capacity was expensive and would have decreased potential sustainability of results. The Project Management Unit and the EA, guided by the PSC, proposed flexible and appropriate solutions, and in some cases, like the TWG, highly effective ones that increased country capacity and the pool of experts while building a mutually beneficially and supportive network of professionals in climate reporting.

27. Despite the excellent output delivery, some assumptions around operationalisation of institutional arrangements did not hold, and as a result, this had some impact on the outcome achievement (most notably the operationalisation of the CTCU). While the project certainly increased access and strengthened institutions, a lot of the sustainability of project results hinges on the Climate Bill being enacted. The evaluation found that the probability of the Bill passing is high to certain, which will support strong move to impact achievement, especially if properly enforced - particularly the CTCU staffing as well as the data provision agreements. The CCMD has made strong efforts to operationalise the CTCU, specifically championing the importance of the CTCU at the leadership level at MECW as well as the formal request having been put into the Public Service Commission, but this is where the influence of CCMD ends and the prioritisation and budget availability at Treasury begins.

- In what ways, and to what extent, have the needs and interests of differentiated groups been considered in the implementation and monitoring of the project?

28. The needs and interests of differentiated groups, particularly women and youth, were considered in the implementation and monitoring of the project, particularly through the effective participation (to the level that the project had influence over) of young upcoming women in the field of climate reporting (most notably: in the capacity development, in the development of the climate bill, in the climate change focal points being women, and in the Technical Working Group, as well as the steering of the project through women and youth representation in the steering committee).

- What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance (since the project was designed during the pandemic, this includes planning at design)?

29. The project was fortunate in that it was implemented after COVID-19 and as a result was not affected by this or its possible aftermath impacts, most notably because it had a detailed and strong COVID-19 specific risk-mitigation analysis and management plan in its design.

- Did the project contribute to strengthening / improving transparency mechanisms of national institutions for domestic and UNFCCC reporting?

30. With regard to the Theory of Change, the project effectively contributed to the strengthening of transparency mechanisms of national institutions, and the improved access and use of climate data for improved decision-making. Based on the findings and the ambitions particularly with the CCMD and the level of political will, the country does seem set on a path towards ambitious NDC target-setting and investment in adaptation, with the hope of improving resilience and mitigation of climate change.

31. Overall, the project has made an excellent contribution toward climate reporting, and the country is better off for it. The Climate Change Management Department are strong

champions, and various partners are taking ownership of their roles in data provision and compilation.

32. The key items that are needing attention, especially within the frame of what CCMD is able to achieve through public funding and on its own merit versus what is needed in terms of external support, are the following (a) institutional arrangements operationalisation within and external to government, (b) capacity development, specifically data provision and compilation (including the use of the GHGIMS and OTP). The CCMD is encouraged, as it already stated, to use these important elements built by the project for the development of the BTR2/NC5 which would be an excellent opportunity to put the tools and templates developed, as well as the GHGIMS and OTP, to the test through practical use.

Lessons Learned

33. Lesson 1: Strong leadership and technical background and soft skills (social, communications) have a strong influence on project success. The project was a high performer because (a) the EA set it up through a strong design and the initial stages of implementation, and (b) the project management team, while small, was highly effective. The effectiveness of project results linked to technical aptitude and leadership of the project manager might be an important factor to consider particularly in future CBIT projects.

34. Lesson 2: The power of partnerships can support project delivery even when the project faces underbudgeting issues. The factors of strong project management as well as a robust analysis of stakeholders and the strength of their engagement and understanding of the importance of project success are key to this power of partnerships supporting project delivery.

35. Lesson 3: The more (quality!) awareness and engagement is done, the more ownership and championship there is from stakeholders. This is an important aspect to consider in all UNEP projects - how can quality and level of engagement be improved in project design? This would include strong stakeholder analyses and capacities gaps analysis, including their spheres of influence.

Recommendations

36. **Recommendation 1: Develop an evaluation report on the status of the Climate Transparency and Compliance Unit (CTCU).** Given the challenges CCMD is facing in operationalising the CTCU, but also the efforts it has made through seconding staff and officially requesting new staff, it would benefit both the IA and the EA to evaluate the status of the CTCU and outline and delineate where the risks lie and where support might be needed. This should include the maintenance of the GHGIMS and the OTP.

37. **Recommendation 2: Implement use of CBIT tools in the development of the BTR2/NC5.** The GHGIMS and OTP, as well as tools and templates need to be fully put to the test. In addition, learning by doing is the most powerful way to capacitate the team and stakeholders in climate reporting (transparently).

38. **Recommendation 3: Write up TWG process for NDC tracking as a story/case study for possible replication, particularly focusing on how gender and youth through this model can be empowered.** This is a best practice case study and an important process to lift those young women experts in the field through access to networks and leadership opportunities.

39. **Recommendation 4: In case of future GEF projects in Zimbabwe, give clear advance notice on requirements for audits and other UNEP reporting procedures.**

40. **Recommendation 5: Conduct a write-shop for concept for CBIT Phase 2.** Zimbabwe is well-placed to apply for CBIT Phase 2 funding, and already has strategically outlined, through the project, priority areas to focus and/or elaborate on. The build on the momentum, it is important to host a meeting as soon as possible to co-develop a concept for CBIT-2. This might be a supportive process towards developing a concept for the GEF-9 replenishment cycle.

1 INTRODUCTION

41. The UNEP/GEF Project "Strengthening the capacity of Institutions in Zimbabwe to conform to the **Transparency** Requirements of the Paris Agreement" (GEF ID 10429) was a GEF-7 medium-sized project (MSP) with GEF contributions coming from funds set aside for Capacity-building Initiative for Transparency (CBIT) under the GEF Trust Fund (USD 1,324,950[6]) to UNEP as the GEF Implementing Agency.

42. Most notably, the UNEP-GEF Climate Mitigation Unit, currently part of the Mitigation branch of the UNEP Climate Change Division, was the project Implementing Agency.7 The Ministry of Environment, Climate and Wildlife (MECW)8 of Zimbabwe, through the Climate Change Management Department (CCMD), was the project Executing Agency.

43. The project's GEF approval date was 8 July 2021, UNEP approved the project on 23 September 2021. The project officially started on 24 September 2021, and its planned and actual end date was 31 December 2024, constituting a project timeline of just over three years (39 months, 6 days).

44. The project fell under the GEF-7 Climate Change Focal Area Strategy - Climate Mitigation 3-8 "foster enabling conditions for mainstreaming mitigation concerns into sustainable development strategies through capacity building initiative for transparency". Aligned to UNEP priorities, it was developed under the Medium-Term Strategy (MTS) 2018-2021 (Climate Change outcome map) POW EA (b) countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies. It also aligns with MTS 2022-2025 Outcome 1C (State and non-state actors adopt the enhanced transparency framework arrangements under the Paris Agreement) and POW Direct outcome 1.3 (Transparency and accountability of non-government climate action, including from the private sector and finance community is strengthened).

45. The total secured budget as per the Project Document (CEO Endorsement Request, 2021) was USD 1,324,950 (of which USD114,950 was the implementing agency fee) from the GEF Trust Fund, and USD 355,600 confirmed in-kind co-financing from the Ministry of Finance and Economic Development. The project preparation budget was USD 54,750 from the GEF.

46. In line with the UNEP Evaluation Policy9 and Programme Manual10, this Terminal Evaluation was undertaken in the months following project closure (evaluation timeline: January - June 2025; Project closure: 31 December 2024). The purpose of the evaluation was to assess the project performance in terms of relevance, effectiveness, and efficiency, and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. Because this was a Medium-sized Project, a mid-term review was under the discretion of the Implementing Agency (IA) and in the context of this project, not conducted.

47. The evaluation had two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and

[6] USD 1,210,00 budget + USD 114,950 agency fee. Additionally, the project received USD 54,750 PPG funding to design the project. Source: CEO Endorsement Request, 2021

[7] Prior to February 2024, the unit was called 'Climate Change Mitigation' and was in the Energy and Climate Branch of the UNEP Industry and Economy Division.

[8] Formerly the Ministry of Environment, Climate, Tourism and Hospitality Industry (MECTHI) (at CEO ER, 2021)

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

10 https://wecollaborate.unep.org

knowledge sharing[11] through results and lessons learned among UNEP and all its project partners.

48. The main target audience for the evaluation findings are outlined in Table 2 below.

Table 2. Target Audience for the terminal evaluation of the CBIT Zimbabwe project (GEF10429) (Note: project partners outlined in table showed active participation and interest in the evaluation)

Target Audience Institution	Type/Project Role
The GEF Secretariat	Funding Entity
UNEP Climate Change Division - Mitigation Branch - GEF Mitigation Unit UNEP Subprogramme Coordinator on Climate Action	Implementing Agency
Ministry of Environment, Climate and Wildlife - Climate Change Management Department	Executing Agency
Forestry Commission	Project partner
Ministry of Finance, Economic Development and Investment Promotion	Project partner and co-financier
Ministry of Energy, Power and Development	Project partner
Ministry of Transport and Infrastructure Development	Project partner
Ministry of Women Affairs, Community and Small and Medium Enterprises	Project partner
Ministry of Industry and Commerce	Project partner
Ministry of Lands, Agriculture, Fisheries, Water and Rural Development	Project partner
University of Zimbabwe	Project partner
Business Council for Sustainable Development	Project partner
Other project partners and consultants (e.g. AliDouglas, Climsoft, Greenhouse Gas Management Institute, Scientific Industrial Research Development Centre, Comprehensive Energy Solutions)	Project partners and interested parties
Other UN agencies and bi-lateral parties interested in enhancing climate reporting in Zimbabwe and other countries	

[11] The evaluation will identify lessons of operational relevance for future project formulation and implementation, especially where a subsequent phase of the project is being considered.

2 EVALUATION METHODS

49. The CBIT Zimbabwe Project Terminal Evaluation was conducted by an external consultant (herein after referred to as the 'evaluator'). The evaluation took place between January and June 2025 under the management and oversight of the Evaluation Office of UNEP, based in Nairobi.

50. The evaluation employed a participatory approach with the UNEP Task Manager and their team as well as the Executing Agency (MECW). Other project stakeholders were provided with an opportunity to comment at the presentation of the preliminary findings (which took place at the CCMD Boardroom on 28 February 2025), as well as the evaluation findings in the draft Terminal Evaluation Report. The evaluation process is illustrated in Figure 1 below.

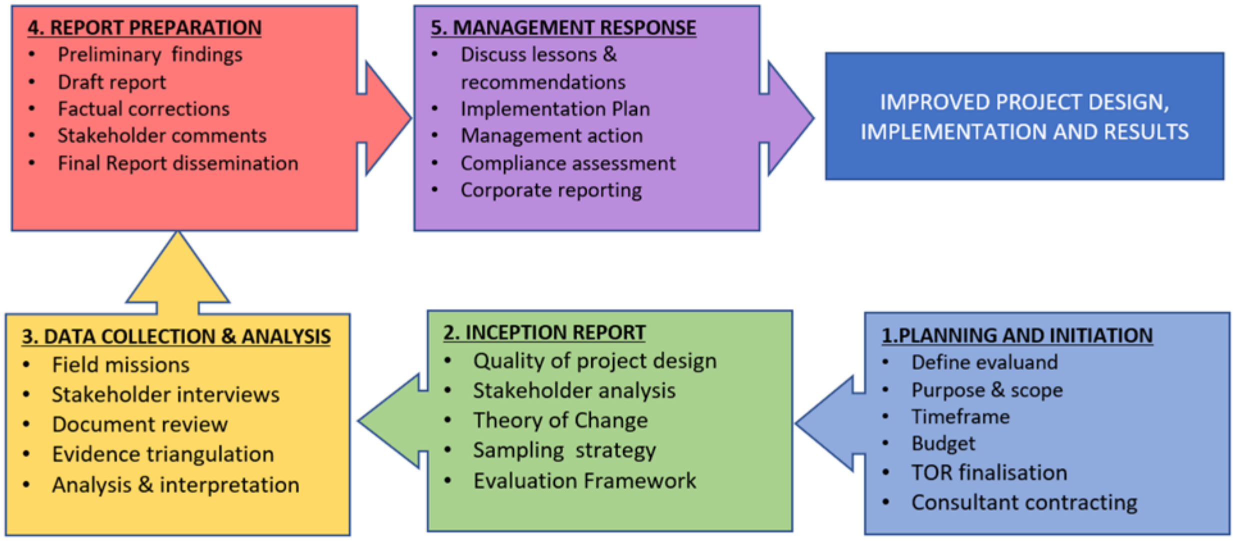


Figure 1. UNEP Evaluation Process

51. In line with the UNEP Evaluation Guidelines, the project was assessed with respect to a minimum set of evaluation criteria grouped into the following 9 categories: Strategic Relevance, Quality of Project Design, Nature of External Context, Effectiveness (availability of outputs, achievement of project outcomes and likelihood of impact), Financial Management, Efficiency, Monitoring and Reporting, Sustainability and the Factors Affecting Performance and Cross-cutting Issues. As per UNEP guidance, the evaluation ratings are on a six-point scale.[12] 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 evaluation criterion. The evaluator has considered all the evidence gathered during the evaluation in relation to this matrix in order to generate evaluation criteria performance ratings.

52. The quality at project design was assessed in detail during the Inception Phase of the Evaluation and can be found in the Inception Evaluation Report, available from the Evaluation Office.

[12] Most criteria are rated against the following points on the scale: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU); Nature of External Context is rated from Highly Favourable (HF) down to Highly Unfavourable (HU); Sustainability and Likelihood of Impact are rated from Highly Likely (HL) down to Highly Unlikely (HU).

53. A Theory of Change was (minimally) revised during the Inception Phase of the Evaluation based on a desktop review of project documentation, and initial interviews with key project partners. This Theory of Change was shared and discussed in its various aspects as relevant with key project partners involved in the evaluation. Since only minor additions were made from the design's TOC, the version presented did not need further revision and can be found in Section IV of this report.

54. The project-context key strategic questions for the evaluation provided in the TOR are as follows:

Q1: In what ways, and to what extent, have the needs and interests of differentiated groups in terms of those relevant and responsible to (and affected by) climate tracking been considered in the implementation and monitoring of the project?

Q2: What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance (since the project was designed during the pandemic, this includes planning at design)?

Q3: Are the relevant state and non-state actors making use of the tools and platforms created through the project, such as the online climate transparency portal and the GHG inventory database? If so, what are the key project elements that contributed to allowing them to do so? If not, what prevented them from doing so? (To be addressed under Effectiveness and also informs the questioning as part of the TOC as per paragraph 24 below).

Q4: Did the project contribute to strengthening / improving transparency mechanisms of national institutions for domestic and UNFCCC reporting?

55. In addition, the Theory of Change (Section IV) provided the framing for the project-outcome related questions, as well as those related to the overall project impact; these are provided below:

Q5: Did the project contribute to strengthening /improving transparency mechanisms of national institutions for domestic and UNFCCC reporting (Outcome 1, investigate assumptions/drivers a, b, c, d, e, j)?

Q6: What evidence is there to suggest that stakeholders can access and are using climate data for improved decision-making? (Intermediate State 1, investigate assumptions/drivers e, f, k)

Q7: What evidence is there to suggest that Zimbabwe is on a path to set more ambitious NDC targets and motivated to implement low GHG emission development technologies and invest in adaptation? (Intermediate States 2-4, investigate assumptions/drivers g, h, i)

Q8: To what extent is there evidence to suggest that there is ownership and championship around setting NDC targets toward climate neutrality and resilience? (Intermediate States 3 and 4, and Impact Statements)

56. During the Inception Phase, the evaluator developed an evaluation matrix (found in Annex 2) which consisted of an extended set of questions based on the above strategic questions (Q1-4), the questions stemming from the TOC (Q5-8), as well as the questions based on the evaluation criteria set out in the TOR.

57. For projects funded by the GEF, findings from the evaluation are to be uploaded in the GEF Portal.13 To support this process, evaluation findings related to the 5 topics of interest to the GEF are summarised in Annex 11. 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.

58. A combination of methods and tools were applied during the evaluation to collect information necessary to answer all evaluation questions in an evidence-based manner. These are explained below in six stages:

a. <u>Inception Phase and Document Review (January-February):</u> This included planning the evaluation, development of the evaluation questions (Annex 2), the review of the project design, and revising the Theory of Change. Most of the project documentation was provided during the Inception Phase, but additional information and missing information was requested and received by the evaluator beyond the Inception Phase and up to the end of the Data Collection Phase. The final list of documents collected and reviewed can be found in Annex 4. The Inception Phase also included a few key interviews with the IA and the EA. The Inception Report was developed and included the evaluation matrix (Annex 2). During the Inception Phase, the country mission was also discussed and agreed upon: a timeline was agreed, and a key stakeholder list was shared that was revised based on the desktop review and initial interviews (see below b.).

b. <u>Data Collection Phase (i) Pre-country Mission Stakeholder Interviews and Online Survey (February):</u> The evaluator conducted a series of semi-structured interviews with a small set of key stakeholders during early February, in advance of the country mission. These interviews were conducted on a virtual video platform (using either Google Meet or Microsoft Teams). The selection of all stakeholders to be interviewed was made by the evaluator: an initial list was received from the EA; a collection of key names was done during the project documentation review (workshops, project steering committee meetings, outreach activities, etc), these lists were compared and discussed with the EA, after which a key set of stakeholders was finalised. The overall sampling frame for interviews was based on this key set, and interviews were conducted pre-, in-, and post-country mission. The sampling frame can be found in Table 3 below.

c. In addition to semi-structured interviews, the evaluator conducted an online survey for beneficiaries of the project's capacity-building activities. Although beneficiaries' responses to the survey were not guaranteed, the 'census' approach was employed, targeting almost all those who participated in the project's capacity-building activities, with the use of a master list of all those trained under the various outputs of the project (as detailed figures are indicated in Table 3). A survey questionnaire was developed and sent out to beneficiaries in the master list using Google Forms[14] on 17 February and remained open until 7 April to solicit as many respondents as possible (Survey questionnaire and results can be found in Annex 8).

[13] The GEF Portal is an online platform for accessing information about all projects funded by the GEF Trust Fund.
[14] https://forms.gle/kWrHyLfDbi4tZ8eb9, survey closed 7 April 2025.

Table 3. Respondent's sample for the Terminal Evaluation of the CBIT Zimbabwe Project (GEF10429)

a) Semi-structured Interviews

Respondent Category	Entity	# People Involved (M/F)	# People Contacted (M/F)	# Respondent (M/F)	% Respondent
Project team *(those with management responsibilities)*	Implementing agency	8 (4/4)	7 (3/4)	6 (3/3)	75
	Executing Agency	10 (7/3)	10 (7/3)	9 (7/2)	90
Respondent Category	**# Entities Involved**	**# People Involved (M/F)**	**# People Contacted (M/F)**	**# Respondent (M/F)**	**% Respondent**
Project (implementing/ executing) partners *(receiving funds from the project)*	8	21 (16/5)	13 (7/6)	8 (7/1)	38
Project (collaborating/ contributing[15]) partners *(not receiving funds from the project)*	18	20 (9/11)	17 (7/10)	12 (6/6)	60
Local Government *(included in above)*	*3*	*3 (2/1)*	*2 (1/1)*	*0*	*0*
Multi-lateral partners	1	1 (1/0)	1 (1/0)	1 (1/0)	100
Total		60 (37/23)	48 (25/23)	36 (24/12)	60%

b) Online Survey

Respondent Category	# Entities Involved	# People Involved (M/F)	# People Contacted (M/F)	# Respondent (M/F)	% Respondent
Capacity building beneficiaries for survey	94	148 (109/39)	146 (107/39)	41 (23/18)	28%

d. <u>Data Collection Phase (ii) Country mission and Post-Country Interviews (February - April 2025):</u> The country mission took place between 23 February and 1 March 2025. The country schedule was developed and coordinated by the evaluator, scheduling and logistics were supported by the PMU. Interviews were organised three weeks in advance, with several follow ups and confirmations leading up to the mission. Some respondents were unavailable to meet within the timeframe of the country mission; these individuals were interviewed online post-mission. In order to accommodate some individuals' schedules as well as follow up on some final clarifications, interviews were held up to mid-April 2025 (some of these were connected to the data validation phase below).

e. <u>Validation of data (April):</u> Once the data were gathered through the document review (a), the data collection phases (b and c), including online interviews, emails, in-country interviews and survey, as well as document checks, this data was organised according to the criteria and evaluation questions as laid out in the evaluation matrix (Annex 2). Where data from the three areas of collection demonstrated complementarity, these were used directly in the findings. In cases where information did not coincide, additional interviews with relevant stakeholders were held (either

[15] Contributing partners may be providing resources as either cash or in-kind inputs (e.g. staff time, office space etc).

through (i) direct follow up with the project team and through documentation verification e.g. request for email evidence, or (ii) through triangulation with other stakeholders and written sources).

f. Preliminary Findings: At the end of the country mission (Friday, 28 February 2025), a Preliminary Findings Presentation and Discussion was held in the CCMD Boardroom between 15:30 and 17:00.[16] An additional Preliminary Findings discussion was held with the IA on 3 April 2025.[17]

g. Development of the Terminal Evaluation Report (April-June): The evaluator developed a draft TE report and submitted it (1st) to the evaluation manager at the Evaluation Office (10 April), who reviewed it and shared it with (2nd) the IA and EA, after which the evaluator responded and/or revised the draft for the evaluation manager to finally share it (3rd) with project stakeholders for comment. Comments were shared with the evaluator for response and/or revision for finalisation of the Terminal Evaluation Report.

59. This evaluation was bound to the Ethical Code of Conduct as per the UNEP Evaluation policy, which includes the following key factors: (a) all interviews and information were provided in confidence and anonymously and no information can be traced back to a direct source/individual, (b) those involved in the evaluation have had the opportunity to review the evaluation findings as well as the main evaluation report, (c) the evaluator was sure to have empathy and sensitivity to different contexts and cultures in which stakeholders work.

60. The evaluator ensured that gender and youth were appropriately represented in the selection of interviews and specifically interviewed the Ministry of Women's Affairs as the gender focal point to ensure the project's alignment to its gender action plan. In terms of women's representation in the data collection processes, semi-structured interviews covered 12 female stakeholders (out of 36 interviewees in total), and respondents of the online survey included 18 women beneficiaries of the project's capacity-building activities (out of 41 survey participants in total). Semi-structured interviews, where appropriate, included gender and human-rights related questions (please see Annex 2 for the evaluation matrix).

61. The evaluation did not face any limitations that would have significantly affected the evaluation findings.

[16] While an afternoon session had been pre-planned, the timing needed to be flexible as CCMD core staff were called out that morning for a meeting out of town but made it back in time to be present.
[17] This was held in conjunction with another Preliminary Findings presentation on another evaluation the evaluator was evaluating in parallel.

3 THE PROJECT

3.1 Context

62. At the 21st Conference of the Parties (COP-21) in 2015, parties to the United Nations Framework Convention on Climate Change (UNFCCC) adopted the Paris Agreement18. This Agreement is a legally binding international treaty that refers to the contribution that each individual country should make to achieve the worldwide goal of reducing greenhouse gas (GHG) emissions. The success of the Agreement hinges on enhanced transparency of action and support, as a critical foundation to making its bottom-up, country-led approach work, as well as building mutual trust and confidence amongst the Parties.

63. This enhanced framework for transparency necessitates significant and immediate advancements in the domestic Monitoring, Reporting, and Verification (MRV) systems of countries and in their strategic decarbonization planning. This entails establishing novel governance structures for transparency, formulating and executing measurement and reporting methodologies, and modernizing, implementing, and integrating fresh data and information streams within specified timelines.

64. This transition towards data and information sourcing and management presents a significant barrier for many countries. As a result, The Capacity-building Initiative for Transparency (CBIT) was set up to support country Parties, upon request, in meeting enhanced transparency requirements as defined in Article 13 of the Agreement.

65. The Government of Zimbabwe was among the first to sign and ratify the United Nations Convention on Climate Change (UNFCCC) in 1992.19 In 2015, Zimbabwe joined other parties to sign the Paris Agreement, and communicated its National Determined Contribution (NDC), which pledged to reduce energy related emissions by 33% per capita below the projected business as usual by 2030.20 The priority sectors as highlighted in the country's NDC are energy, followed by agriculture.

66. In 2013, the Zimbabwean Government established the Climate Change Management Department (CCMD) within the Ministry of Environment, Climate and Wildlife (MECW) to lead nationwide efforts in climate action and foster a climate-resilient nation with a low carbon economy. The department has been diligently preparing the country to address the ramifications of climate change. Through the CCMD, Zimbabwe has actively engaged in international climate negotiations, bringing forth resolutions and agreed-upon actions for national implementation.

67. At the time of the CBIT project design, Zimbabwe had not yet implemented an organized archiving system on GHG emissions data. In terms of tracking climate action progress, Zimbabwe did not have any formal institutional arrangements for long-term Monitoring Reporting and Verification (MRV). The inventory was done in an ad-hoc manner through consultants, with management provided by the national communication project management unit in the CCMD.21 There was a need to set up a permanent unit in MECW

[18] https://unfccc.int/process-and-meetings/the-paris-agreement
[19] It also ratified the Kyoto Protocol in 2009, joining other parties in pursuing efforts to reduce greenhouse gas (GHG) emissions.
[20] It has increased this NDC to 40% in 2021.
[21] Limited country-specific emission factors and activity data existed across all sectors, in particular Agriculture, Forestry, and Other Land Use (AFOLU), industrial processes and waste was available. As a result, IPCC gap filling techniques (such as interpolation and extrapolation) were used with assumptions that had the potential to reduce the accuracy of an estimated inventory. Very few local independent consultants had the technical capacity needed to estimate

dedicated to national communications and to put in place a sustainable GHG inventory system to help improve inventory estimation and quality.

68. To address these above challenges, the CBIT Zimbabwe project aimed to

a. strengthen national institutional arrangements and the legal framework to support reporting under an enhanced transparency framework,

b. establish an online MRV portal,

c. develop reporting tools for GHG inventories, mitigation, adaptation, and climate support received/given,

d. develop a national climate communication strategy, as well as

e. develop data templates and build the capacity of new and existing teams in transparency related activities.

3.2 Results Framework

69. The CBIT Zimbabwe project objective was to assist Zimbabwe to comply with the requirements of the Enhanced Transparency Framework under the Paris Agreement on Climate Change.

70. The table below reflects the project results hierarchy as stated in the Project Document (CEO Endorsement Request, 2021) and as reformulated by the evaluation.[22]

Table 4. Project Results Hierarchy of the CBIT Zimbabwe Project

<table>
<tr><th>Stated Project Outcomes</th><th>Outputs</th></tr>
<tr><td colspan="2">Project Component: Strengthening Zimbabwe's capacity to collect and process climate change data into useful information for policy-making and reporting to the United Nations Framework Convention on Climate Change (UNFCCC).</td></tr>
<tr><td rowspan="4">(Original outcome: Zimbabwe improves its Monitoring, Reporting and Verification (MRV) system and institutional capacity to comply with the Enhanced Transparency Framework)

Reformulated outcome:
Zimbabwe's tracking and reporting of GHG emissions and NDC improved as a result of strengthened MRV systems to comply with the Enhanced Transparency Framework of the UNFCCC</td><td>1.1. National institutions strengthened to coordinate, manage and implement climate transparency activities.</td></tr>
<tr><td>1.2. Technical support, training and tools provided to the country to submit transparent, consistent, complete and accurate GHG inventories</td></tr>
<tr><td>1.3. Technical support, training and tools to the country to track NDCs (Mitigation/Adaptation)</td></tr>
<tr><td>1.4. Technical support, training and tools provided to the country to use climate analysis and decision-making.</td></tr>
</table>

the inventory; hence, training of more national experts on the IPCC 2006 guidelines and inventory software should be prioritized.

[22] During the Project Inception Phase, the evaluator revised some project results statements to (a) align better with the definitions under UNEP's glossary of results definitions (2021), and (b) inform the reconstructed Theory of Change.

3.3 Stakeholders

71. A full stakeholder analysis was provided in the TE Inception Report, describing roles and relevance to the project design, implementation and evaluation. Stakeholder involvement and communication channels were further analysed during the evaluation, particularly in terms of sustaining the project results - the uptake of the tools, databases and further use for climate reporting. The table analysis done in the Inception Phase was updated based on the evaluation findings and is provided below (Table 5).

Table 5. Stakeholder analysis by the Terminal Evaluation of the CBIT Zimbabwe Project

Stakeholder	Power/Interest over Project	Role in Project Design	Role in Project Implementation	Changes in their behaviour expected through implementation of the project
Type A: *High power / high interest = Key player*				
UNEP Climate Change Mitigation Unit	Implementing Agency	Partner in project design	Oversight	Continuous learning and improvement of CBIT implementation support to countries
Ministry of Environment, Climate and Wildlife - most notably the Climate Change Management Department	Executing Agency	Main project designer	Overall responsibility for project results attainment	Capacitated and institutionally strengthened to coordinate hosting platforms for tracking NDCs, GHG, etc
Ministry of Lands, Agriculture, Fisheries, Water and Rural Development	Key partner	Engaged in PPG	Lead institution for climate data from agriculture	MOU and data sharing and analysis continues and is also continuously improved post-project
Ministry of Energy and Power Development +Zimbabwe Energy Regulation Authority	Key partner	Engaged in PPG	Lead institution for climate data from energy	MOU and data sharing and analysis continues and is also continuously improved post-project
Ministry of Local Government, Public Works and National Housing	Project partner, collection and aggregation of ward, district and provincial level data. It will provide information and receive trainings during the CBIT project. Information on the waste sector and coordination with Municipalities.	Engaged in PPG	Provision of climate data from communities	MOU and data sharing and analysis continues and is also continuously improved post-project
Business Council for Sustainable Development in Zimbabwe	Key engager of private industry members.	Engaged in PPG	Partner - to receive training and engage its members in project implementation.	Actively support NDC tracking on behalf of its members post-project

Stakeholder	Power/Interest over Project	Role in Project Design	Role in Project Implementation	Changes in their behaviour expected through implementation of the project
Ministry of Women Affairs, Gender and Community Development + Zimbabwe Gender Commission	Key gender partners for Zimbabwe	Engaged in PPG	Ensure that gender is mainstreamed into the project.	Engaged in gender mainstreaming of climate tracking as a result of project
Tertiary institutions, incl, e.g. University of Zimbabwe, Bindura University of Science Education, Chibero College of Agriculture	Expertise on climate tracking.	Engaged in PPG	Part of training and facilitation in workshops and capacity development.	House experts and support growing number of climate professionals, continued post-project.
Forestry Commission	Provide data on FOLU.	Engaged in PPG	Data sharing.	Engaged and cooperating in data sharing mechanisms post-project
Consultants and experts, incl ECSD, GGMI, Climsoft, Comprehensive Energy Solutions, AliDouglas, etc	Climate expertise in Zimbabwe	Engaged in PPG	Project implementers - support to EA; facilitators and beneficiaries of training	Continued engagement and support in terms of capacity development
ZIMSTAT	Main data provider in Zimbabwe.	Engaged in PPG	Part of training, main data provider.	Housing of data and data provider, support to data acquisition post-project
Ministry of Transport and Infrastructure Development	Mitigation revolving around transport and infrastructure (and adaptation)	Engaged in PPG	Were supposed to be involved in implementation but do not appear on stakeholder list. Mitigation and adaptation in the transport sector, training beneficiaries	MOU and data sharing and analysis continues and is also continuously improved post-project
Ministry of Finance and Economic Development	Responsible for finance mobilization and guidance on establishment of national climate financing mechanism.	Engaged in PPG	Financial support for implementation mitigation and adaptation, tracking information on support	Championing climate finance and prioritising climate action post-project
Ministry of Industry and Commerce	Responsible for the mobilization of the private sector, industry-related data provision.	Engaged in PPG	Support for implementation of mitigation and adaptation.	Engaged, with MOUs and actively mobilising private sector to provide data post-project
Type B: *High power/ low interest over the project =Meet their needs*				
Ministry of Information Communication Technology and Courier Services	Comms dissemination.	Engaged in PPG	Assist in the National Climate Change Communication Strategy and disseminating project information to the general public and different stakeholders countrywide and abroad.	Continued support to communicate climate priorities

Stakeholder	Power/Interest over Project	Role in Project Design	Role in Project Implementation	Changes in their behaviour expected through implementation of the project
Environmental Management Agency	Key partner	Engaged in PPG	On list to be trained, particularly on waste, some presence on Steering Committee	Support and championship of climate mitigation and adaptation actions
Scientific, Industrial, Research and Development Centre	Support to data acquisition.	Engaged in PPG	Training beneficiaries, PSC	Continued supporting and oversight of climate tracking post-project
Type C: *Low power/ high interest over the project= Show consideration*				
NGOs and CSOs	Detailed in CEO ER, but these same details not in the stakeholder list.	Engaged in PPG (?)	Kept informed, and sharing of data.	Informed and championing towards climate neutrality.post-project.
Type D: *Low power /low interest over the project= Least important*				
Ministry of Higher and Tertiary Education	Provide guidance on scientific research.	Engaged in PPG	Provide guidance on scientific research - information dissemination to all stakeholders.	Represented the tertiary institutions on the Steering Committee, Continued coordinating education and research into climate tracking post-project

72. The MECW, through its Climate Change Management Department (CCMD) had the overall execution responsibility, as it has the overall mandate to coordinate and oversee all climate change projects under implementation in Zimbabwe.

73. The Climate Transparency Unit (set up through the project) was to report to the CCMD on the technical aspects of reporting under the Enhanced Transparency Framework (ETF), the proposed legislation and supporting legal and regulatory framework. The Climate Transparency Unit was to provide accurate and up-to-date technical advice and guidance to both the PMU and the project Steering Committee on issues related to the implementation of the project activities.

74. The project fostered strong relationships and climate champions, particularly in the Forestry Commission, Department of Livestock (under the Ministry of Lands, Agriculture, Fisheries, Water and Rural Development), Ministry of Energy and Power Development, Department of Civic Protection (under the Ministry of Local Government, Public Works and Housing), Ministry of Transport and Infrastructure Development, Ministry of Finance and Economic Development, Ministry of Industry and Commerce, the Business Council for Sustainable Development - all of which attended training, were members of the PSC and also have climate focal points engaged. Zimstat was also supportive and active. The University of Zimbabwe was involved in a consultancy capacity and within the Technical Working Group. The Technical Working Group, set up through the project to focus its work on NDC tracking, also had representatives of the above. Many stakeholders attended training and were engaged in the project also from the private sector.

75. Project Implementation Structure and Partners

76. The UNEP-GEF Climate Mitigation Unit, currently part of the Mitigation Branch of the UNEP Climate Change Division, was the project Implementing Agency. Prior to February 2024, the unit was called Climate Change Mitigation and was under the Energy and Climate Branch of the UNEP Industry and Economy Division. The role was well outlined in the project document as well as the Partnership Cooperation Agreement (PCA) and included, inter alia,

a. Ensuring timely disbursement of funds to the EA in accordance with UNEP and GEF fiduciary standards,
b. Follow up with EA for technical and financial progress,
c. Provide consistent and regular oversight on project execution and conduct project supervisory missions,
d. Technically assess and oversee quality of project outputs, products and deliverables,
e. If necessary, review TORs for subcontracts and project management,
f. Attend and facilitate inception workshops and selected PSC meetings,
g. Assess and monitor project risks, monitor and rate project progress and monitoring reporting,
h. Ensure that UNEP and GEF quality standards and safeguards are applied.

77. The UNEP IA team consisted of a Task Manager (the Head of the GEF Climate Mitigation Unit) based in Nairobi supported by a Programme Assistant, who managed the day-to-day oversight of the project, and a Financial Management Officer (FMO), as well as a Finance and Budget Assistant. This team oversaw the project throughout the implementation period. In the last year of project implementation, a further Programme Assistant came on board to take over the closing of the project under the supervision and support of the team.

78. The Executing Agency (EA), the CCMD/MECW, also had its role well defined in the Project Document as well as the PCA, and this included, *inter alia*:

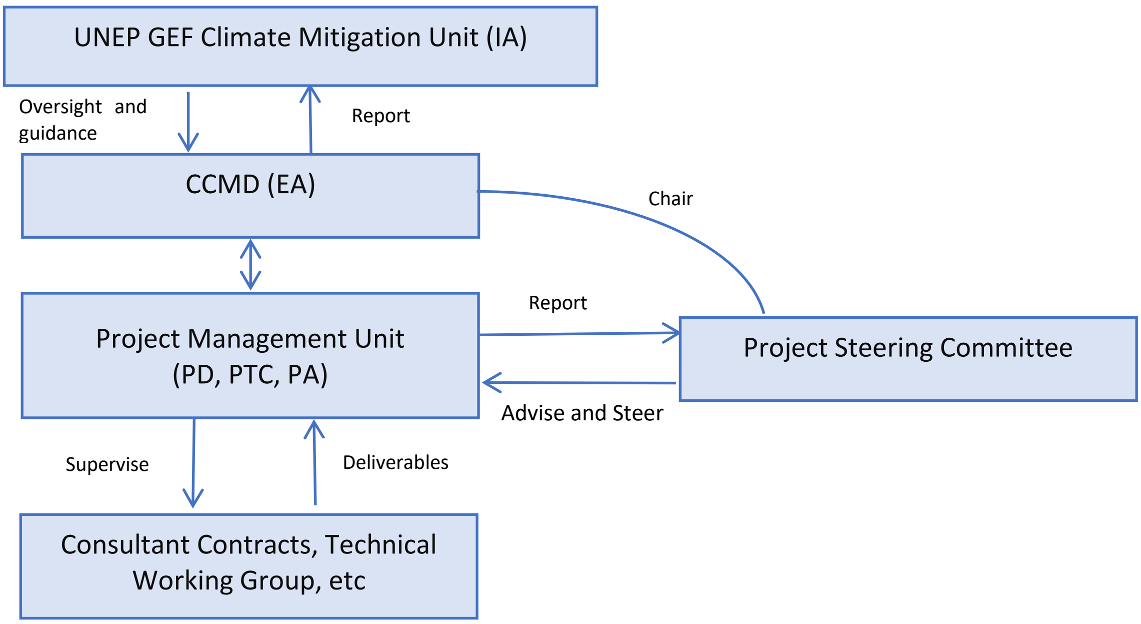
a. Ensure that the project adheres to the project document and meets the project's objectives and outcomes,
b. Ensure the achievement of all project outputs, as well as their technical quality,
c. Ensure the compilation and submission of technical and financial progress reporting to the IA,
d. Submit budget and other revisions to the IA,
e. Adress and propose solutions to any problems or challenges raised by the IA,
f. Chair and facilitate meetings of the PSC,
g. Coordinate and engage with all project stakeholders.

79. The Project Steering Committee (PSC) was to guide project decisions and oversee implementation. The Steering Committee was planned to comprise focal persons from key Ministries and government departments, civil society, research and academia, including: MECW, Forestry Commission, Ministry of Energy and Power Development, Ministry of Finance and Economic Development, Ministry of Lands, Agriculture, Fisheries and Water, Ministry of Local Government, Public Works and National Housing, Ministry of Transport and

Infrastructural Development, Ministry of Public Service, Labour and Social Welfare, Ministry of Industry and Commerce, Scientific Industrial Research Development Centre, Environmental Management Agency, ZIMSTAT, Business Council for Sustainable Development Zimbabwe, and a tertiary education representative.

80. The Project Management Unit (PMU) was to sit under the Project EA (CCMD) and consisted of a Project Director (PD) which was also the Director of the CCMD, Project Technical Coordinator (PTC) responsible for day-to-day project operations, overall project execution, stakeholder engagement, and manage and quality assure all project deliverables and project progress reporting, as well as present and seek guidance from the PSC. The PMU also had a Project Administrative and Financial Assistant; this person had an accounting background and ensured efficient and effective management of project funds and supported the PTC with project administration. The PMU would also manage and oversee all consultancy contracts (five in total)23.

Figure 2: Organigram of the Project with key project key stakeholders (refined from CEO ER, 2021)



3.4 Changes in Design during Implementation

81. The project underwent one (minor) project revision signed in October 2023 to re-phase project activities due to delays in recruitment of consultants/experts, a minor re-allocation of funds across budget lines to meet project needs, and to re-phase unspent funds from years 2021 and 2022 to years 2023 Q3 and 4, and 2024. The date of operational completion remained unchanged.

82. Another change that occurred during project implementation was the following (a)Activity 1.1.5 under Output 1.1. was supposed to get two consultants to effectively "start up" the Climate Transparency and Compliance Unit (CTCU). A decision was taken by the Executing Agency and approved by the PSC, after the Institutional Arrangements Report was

[23] Institutional arrangements and legal framework consultancy (Output 1.1.), GHG Inventory Tools consultancy (Output 1.2), GHGIMS consultancy (Output 1.2.), Climate Finance Consultancy (Output 1.3.) and Mitigation Scenario Projections Consultancy (Output 1.4).

done, to assign responsibilities of the CTCU to existing officers (instead of hiring consultants) to ensure sustainability when the project came to an end,[24] and (b) a Technical Working Group was constituted to undertake the work of Output 1.3 when it became difficult to find appropriate consultants.[25] These are not significant changes to the project results framework.

3.5 Project Financing

83. Total planned project budget was USD 1,565,600 of which the GEF allocation was USD 1,210,000 (excluding IA fee which was USD 114,950), with planned co-financing of USD 355,600. See Annex 6 for the project budget and expenditure tables, as well as co-financing.

84. Total GEF budget expenditure at closing was USD 1,131,583, with co-financing committed spending (no expenditure report) was USD 355,600, a grand total of USD 1,487,183. Annex 6 of the report outlines the budget expenditure by output.

85. Project Preparation Grant (PPG) left over funds was apparently USD 17,291 which had been spent throughout the project (Project Steering Committee meeting[26] reports spending on CBIT roadmap printing, and the external review of the BUR report, an over expenditure of USD 77 which was taken from Output 1.2 because the BUR recommendations contributed to this output's deliverables). However, UNEP sent USD 10,000 apparently unspent funds to the EA in February 2025. This is discussed further under Financial Management in Section V.

86. Co-financing reporting expenditure was reported by Ministry of Finance and Economic Development; although in the Project Final Report additional co-financing was provided by the Forestry Commission, Ministry of Lands and Agriculture, University of Edinburgh, and the New Zealand Agricultural Greenhouse Gas Research Centre. Additionally, the evaluator would consider support from UNICEF, UNDP and UNEP through other projects for the bill consultations to be considered as co-financing. None of these co-financing contributions were explicitly valued though.

[24] Steering Committee Meeting 4, 10 July 2023.
[25] Steering Committee Meeting 5, 20 October 2023.
[26] Steering Committee Meeting 2, 22 July 2022.

4 THEORY OF CHANGE AT EVALUATION

87. The Project Document (CEO ER, 2021) presented a Theory of Change (TOC) based on the results framework and an overall CBIT National Project Problem Tree. During the Inception Phase of the Terminal Evaluation, the results framework and the original TOC were reviewed and analysed for purposes of understanding the causal pathways and the assumptions and drivers that allow these pathways to be achieved. The original TOC was minimally revised by editing one of the Intermediate States and adding assumptions and drivers (see Table 6). This TOC was used as a guide for the evaluation, and did not need revision.

88. This revised TOC is presented diagrammatically (see below) and illustrates the causal pathways from outputs through to project outcome, following to intermediate states and finally, to long-term impacts.

Table 6. Revised project results statements, including indicators of the CBIT Zimbabwe Project

Formulation in original project document(s)/TOC	Formulation for Reconstructed ToC at Evaluation Inception (RTOC)	Justification for Reformulation
LONG TERM IMPACT		
Zimbabwe reduces its GHG emissions		
Zimbabwe improves its resilience to climate change[27]		
INTERMEDIATE STATES		
Government and other stakeholders use quality open environmental data analyses and participatory processes to generate evidence-based environmental assessments, and foster policy action[28]	Government and other stakeholders use quality open GHG and NDC data, analyses and participatory processes and use these for effective decision-making	Slightly rephrased based on project context - specific to climate change and ETF.
Zimbabwe is in a position to set more ambitious NDC targets		
Zimbabwe increasingly adopts and/or implements low greenhouse gas emission development strategies and invests in clean technologies		
Zimbabwe increasingly advances its national adaptation plans		
PROJECT OUTCOME		
Zimbabwe improves its MRV systems and institutional capacity to comply with the Enhanced Transparency Framework	Zimbabwe's tracking and reporting of GHG emissions and NDC improved as a result of strengthened MRV systems to comply with the Enhanced Transparency Framework of the UNFCCC	As the outcome needs to represent changes in behaviour, attitude or conditions as a result from the uptake of project outputs (see footnote 13), the outcome has been rephrased to reflect this.

[27] Based on 2019-2021 UNEP MTS Expected Accomplishments.
[28] Ibid.

<table>
<tr><th>Formulation in original project document(s)/TOC</th><th>Formulation for Reconstructed ToC at Evaluation Inception (RTOC)</th><th>Justification for Reformulation</th></tr>
<tr><td colspan="3">Indicator 1: Qualitative rating of the national GHG inventory reporting in its ability to track GHG emissions from the key sectors (from 2 at baseline to 6 at EOP)

Indicator 2: Qualitative rating of the national MRV system for tracking mitigation, adaptation and support (from 2 at baseline to 6 at EOP)

Indicator 3: No of climate change actions fully elaborated and populated with data that meets the requirements of the ETF available online (from 0 at baseline to 5 at EOP)

Indicator 4: % of training participants declaring to be in a good position to interpret and integrate MRV system outputs into policy decisions (from 0% at baseline to 70% of fe/male participants disaggregated equally at EOP)

Indicator 5: No of stakeholders using training and tools provided to elaborate climate change policies and reports required by UNFCCC in line with PA requirements (from 0 at baseline to 15 male and 15 female at EOP)

There were three objective-level indicators in the original results framework that will be included in the achievement of outcome and likelihood of impact:

Indicator A: No of institutions that have the capacity (institutional, technical and human capacities) to collect and process climate change data into useful information for policymaking and reporting to the UNFCCC under an enhanced transparency framework (Baseline 0, EOP >6 institutions)

Indicator B: No of women capacitated in handling climate change and contributing to climate action decision-making (Baseline 4, EOP >25)

Indicator C: Qualitative assessment of institutional capacity for transparency-related activities (as per CBIT programming directions, Annex IV)[29] (Baseline 0, EOP 3)</td></tr>
<tr><td>OUTPUTS</td><td></td><td></td></tr>
<tr><td>1.1. National institutions strengthened to coordinate, manage and implement climate transparency activities</td><td>Output 1.1. Indicators for TE:

6. Institutional coordination framework with roles and mandates validated (Baseline 0, EOP target 1)

7. Climate Change Bill submitted for adoption. (EOP target - bill submitted)

8. MOUs for data sharing agreements in place (Baseline 0, EOP target 20)

9. Climate Transparency Unit established and operationalised (EOP target: operationalised within government)</td><td rowspan="3">Output Indicators added for evaluation (effectiveness section) as these were not present in the project document.</td></tr>
<tr><td>1.2. Technical support, training and tools provided to the country to submit transparent, consistent and complete and accurate GHG inventories</td><td>Output 2 Indicators:

10. GHG inventory QA/QC and improvement plans operationalised (Baseline - no plans, EOP Target - plans operationalised)

11. Number of compiled Emission Factors developed by experts (Baseline 0, EOP Target 3)

12. Number of inventory experts and coordinators trained (Baseline 0, EOP 30 - >40% female)</td></tr>
<tr><td>1.3. Technical support, training and tools to the country to track Nationally Determined Contributions (Mitigation/Adaptation)</td><td>Output 3 Indicators:

13. Climate Transparency Portal in place (Baseline - no portal, EOP Target - portal in place)</td></tr>
</table>

[29] Guidance for rating levels was given in the CEO ER under Results Framework Annex A

Formulation in original project document(s)/TOC	Formulation for Reconstructed ToC at Evaluation Inception (RTOC)	Justification for Reformulation
	14. No of experts trained in MRV coordination and tracking NDCs (Baseline 0 , EOP Target 15- >40% female) *15. No of stakeholders trained in climate finance (Baseline 0, EOP Target 30- >40% female)*	
1.4. Technical support, training and tools provided to the country to use climate analysis in decision-making	*Output 4 Indicators:* *16. No of stakeholders trained in interpreting climate data for decision-making for mitigation and adaptation (Baseline 0, EOP Target 30- >40% female)* *17. National Climate Change Communication Strategy validated (Baseline 0, EOP Target 1)*	

89. These causal pathways will only successfully lead to impact if certain assumptions and drivers hold between the project outputs and outcome, and between the outcome and intermediate states. In the TOC diagram, drivers and assumptions are marked as numbers next to the arrows and their corresponding description is provided below:

a	Driver	Line Ministries and private sector are convinced of the importance of transparency
b	Assumption	There is political stability, along with an adequate and coherent participation of ministries and agencies
c	Assumption	Capacities are retained/applied
d	Driver	There is sufficient and sustainable budget allocated for transparency
e	Driver/Assumption	Private sector and relevant stakeholders accept to share data and information
f	Assumption	The relevant actors are committed sustaining project results and have the necessary means to mainstream climate analysis into decision-making
g	Driver	An efficient strategy is developed to comply with the Paris Agreement over time
h	Assumption	There is a national political interest for the country to continue to comply with the Paris Agreement
i	Assumption	There is sufficient funding for climate change actions
j	Driver	Enhanced capacity disaggregated by gender to analyse and access climate data improves gender equity and increases overall ability to improve tracking and reporting. (added by evaluator)
k	Driver/Assumption	Climate Transparency Unit is maintained post-project and operational (added by evaluator)

90. For the combined four project outputs (national institutions strengthened, capacity development to GHG inventories, capacity development for tracking NDCs, and capacity development for translating climate analysis into effective decision-making) to meet the project outcome that the country improves its MRV systems and institutional capacity to comply with the Enhanced Transparency Framework (ETF), the following assumptions and drivers need to be met:

a. The project will need to ensure that its communication and capacity building raises the priority of climate reporting, and that as a result, line ministries and the private sector are convinced of the importance of transparency. (Driver a)

b. That the country experiences political stability and that partner ministries actively participate as a result. (Assumption b)

c. That the capacities built through the outputs are retained and applied. (Assumption c)

d. That the project has sufficiently budgeted for outputs leading to outcome and included an exit strategy in terms of allocations for transparency. (Driver d)

e. That private sector and relevant stakeholders share information (this is a driver in the context of the causal pathway between outputs and outcomes since the project did have an activity to ensure MOUs for data sharing are put in place).

f. That enhanced capacity disaggregated by gender to analyse and access climate data improves gender equity and increases overall ability to improve tracking and reporting. (Driver j).

91. For the project outcome to reach intermediate state 1 (IS1, "Government and other stakeholders use quality open GHG and NDC data, analyses and participatory processes and use these for effective decision-making"), the following assumptions and drivers need to be met:

a. That private sector and relevant stakeholders share information (in this context this is an assumption as whether these data-sharing agreements are maintained is beyond the project's control). (Assumption e)

b. That relevant actors (e.g. CCMD, Climate Focal Points in relevant government departments, private sector) are committed to sustaining project results and have the necessary means to mainstream climate analysis into decision-making. (Assumption f)

c. That the Climate Transparency Unit is maintained post-project and operational (this is both a driver and an assumption in that the project has some influence in terms of its set-up and hand-over, but ultimately post-project it is beyond the project's control whether this Unit is sustained long-term. (Driver/Assumption k)

92. For intermediate state 1 to reach intermediate state 2 (IS2, "Zimbabwe is in a position to set more ambitious NDC targets"), the following driver and assumption need to be met:

a. An efficient strategy is developed to comply with the Paris Agreement over time). (Driver g)

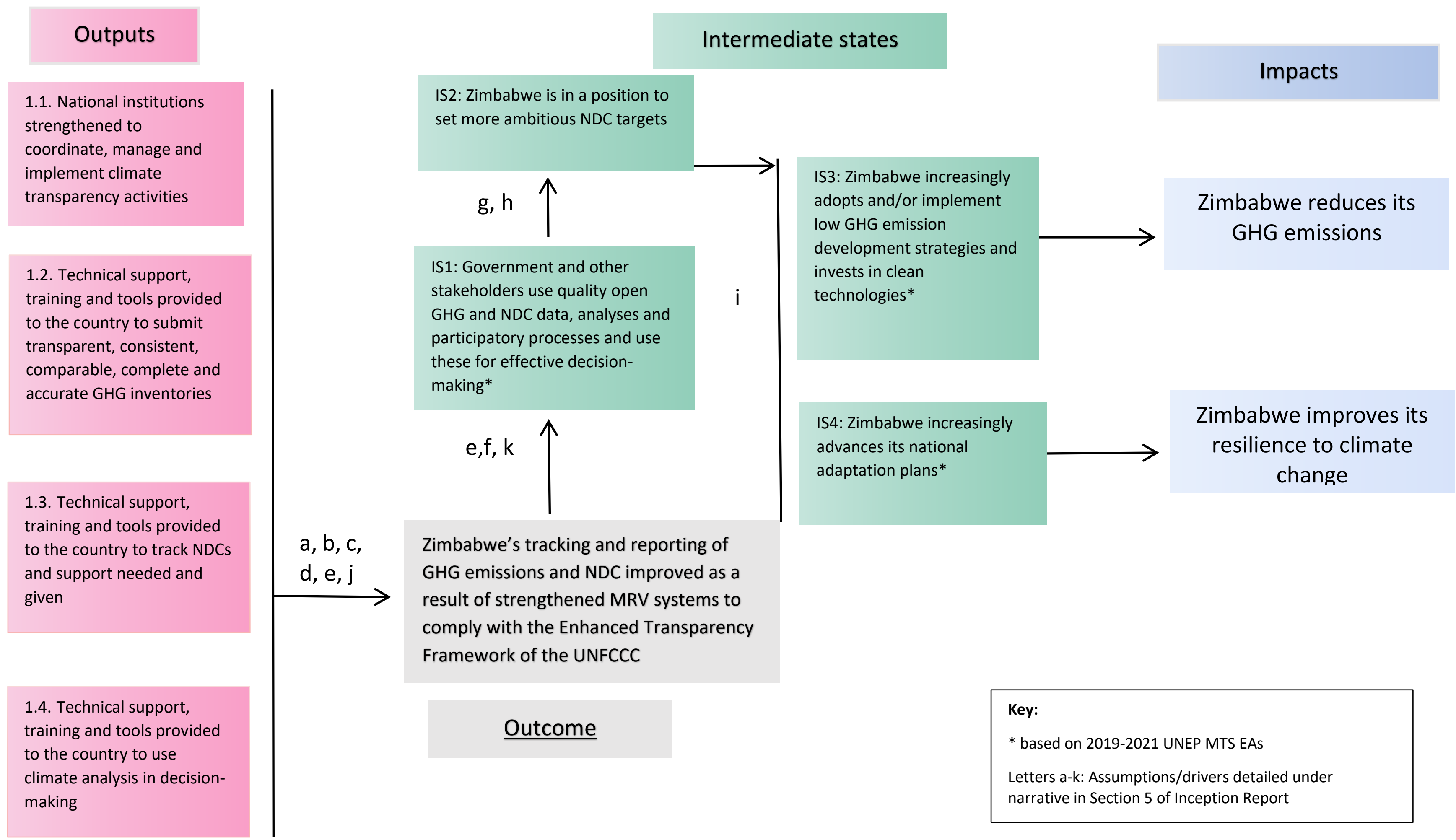
b. That there is national political interest for the country to continue to comply with the Paris Agreement. (Assumption h)

93. For intermediate states 1 and 2 to reach intermediate state 3 (IS3, "Zimbabwe increasingly adopts and/or implement low GHG emission development strategies and invests in clean technologies") and intermediate state 4 ("IS4, Zimbabwe increasingly advances its

national adaptation plans"), there needs to be sufficient funding for climate change actions (Assumption i, although during the project climate financing is part of the training and as such capacity should be built towards this, indicating some influence; however, whether this capacity is applied and finance is sustained is assumed).

94. These causal pathways, if successful, will lead Zimbabwe on a path towards GHG emission reductions (climate neutrality) and improvements in its climate resilience (both long-term impacts).

Image 1: Revised Theory of Change (rTOC) of the CBIT Zimbabwe Project



5 EVALUATION FINDINGS

5.1 Strategic Relevance

5.1.1 Alignment to UNEP MTS, POW and Strategic Priorities

95. The project was aligned to the UNEP MTS 2018-2021 (EA Climate Change). While the project document does not have a specific section on this alignment, the project design checklist does, and UNEP MTS alignment is even integrated into the project's Theory of Change (TOC, see below paragraph). The project also addressed the POW at indicator level (2020-21 EA on climate change). The evaluator was shared the relevant UNEP strategies from design (the MTS 2018-2021 and the POWs 2018/19, 2022), but the project also aligned with the MTS (2022-2025) through the UNEP Climate Action Subprogramme (Climate Stability: countries transition to low-emission economic development pathways and enhance their adaptation and resilience).

96. The project integrated the 2018-2021 UNEP MTS EAs into the project's design TOC by adding them as intermediate states (IS) (in the revised TOC), notably IS3: Zimbabwe increasingly adopts and/or implement low GHG emission development strategies and invests in clean technologies and IS4: Zimbabwe increasingly advances its national adaptation plans (based on 2018-2021 UNEP MTS EAs).

Rating for Alignment to UNEP MTS, POW and Strategic Priorities: <u>Satisfactory</u>

5.1.2 Alignment to UNEP/GEF/Donor Strategic Priorities

97. The project document goes into detail how the project aligns to each focal area of GEF. It also aligns to GEF-7 core indicators nothing the project's contribution to the number of direct beneficiaries disaggregated by gender.

98. The CBIT Zimbabwe project specifically addresses the GEF Focal Area Climate Mitigation 3-8 "Foster enabling conditions for mainstreaming mitigation concerns into sustainable development strategies through capacity building initiative for transparency". The GEF-7 Climate Change Focal Area Strategy aims to support developing countries to make transformational shifts towards low emission and climate-resilient development pathways. The CBIT, as per paragraph 85 of the COP decision adopting the Paris Agreement, complies with this Focal Area Strategy by:

i. Strengthening national institutions for transparency-related activities in line with national priorities;

ii. Providing relevant tools, training and assistance for meeting the provisions stipulated in Article 13 of the Agreement; and

99. Assisting in the improvement of transparency over time.

100. The evaluator finds that the project design and implementation aligned fully to CBIT priorities.

Rating for Alignment to UNEP/GEF/Donor Strategic Priorities: <u>Highly Satisfactory</u>

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

101. In the project design, there is an extensive section outlining project alignment to global (GEBs), regional and national priorities. In fact, it specifically outlines how it will address these

priorities. The CBIT Zimbabwe project is well-aligned with national development, socio-economic and environmental priorities. The project is consistent with Zimbabwe's NDC, NCs, BURs, NAP Road map, National Development strategies, plans, National Gender Policy, National Development Plan and reports.

102. In addition, the CBIT Zimbabwe Project activities under output 1.1 and output 1.3 related to the development of a transparency portal will help the country to meet the associated UNFCCC reporting requirements for establishment of a domestic MRV system. The project was also consistent with the country Nationally Determined Contribution (NDC), especially in its mitigation component, and enhancing the GHG inventory.

103. The project also aligns with regional priorities, most notably the alignment to the Southern African Development Community (SADC) which prioritises climate change mitigation and adaptation efforts to enhance the resilience of the Southern African region. Specifically, SADC focuses on reducing greenhouse gas emissions, particularly from deforestation, and on adapting to the impacts of climate change, such as droughts and floods. This includes developing strategies for water management, promoting sustainable agriculture practices, and supporting disaster risk reduction.

104. The CBIT Zimbabwe Project contributed to the Sustainable Development Goal (SDG) 13 to combat climate change and its impacts and the specific target 13.3 (Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning and indicator 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).

105. The evaluator found that the project was highly relevant to global, regional and national priorities.

Rating for Relevance to Global, Regional, Sub-regional and National Priorities: <u>Highly Satisfactory.</u>

5.1.4 Complementarity with Existing Interventions/ Coherence

106. The Project Document (CEO ER, 2021) extensively described how the CBIT Zimbabwe project would build on and complement past and ongoing initiatives and projects, providing a summary of ongoing projects at design with other development partners (Table 2 in CEO ER, 2021), as well as a table of project outputs and how they are specifically connected to relevant projects (Table 3 in CEO ER, 2021).

107. The evaluation found that the CCMD was quite programmatic in its approach to climate reporting and since all relevant projects are implemented under the CCMD, various synergies could be made and duplications were minimized. As an example, the Initiative for Climate Action Transparency (ICAT) project[30] (which ended in September 2021) and its templates for mitigation projections were built into the CBIT proposal. The MECW took the initiative to source funding from the Zimbabwe Environmental Law Association, the Ozone office, UNICEF, UNDP, the International Organisation for Migration (IOM) and UNEP (through

[30] ICAT supported Zimbabwe to develop a framework for tracking progress of NDC implementation and assess the impacts of the national renewable energy and national bio-fuels policies.

the Law Division) to support the climate bill consultation process which catalysed the process of the bill going through (which the CBIT project supported development of).31

Rating for Complementarity with Existing Interventions/Coherence: Highly Satisfactory

Rating for Strategic Relevance: Highly Satisfactory

5.2 Quality of Project Design

108. At the Inception Phase, the evaluator reviewed the performance of project design for 12 critical areas determining the soundness of the design (see Inception report, most notably its Annex 3 for the depth assessment of the project design). These areas with their scores and weights are summarized in the below table, and the total weighted score shows that the overall quality of the project's design is rated as Satisfactory.

Table 7. Summary table for project design quality assessment

	Section	Rating[32]	Weighting	Total
A	Operating Context	4	0,4	0,16
B	Project Preparation	6	1,2	0,72
C	Strategic Relevance	6	0,8	0,48
D	Intended Results and Causality	5	1,6	0,8
E	Logical Framework and Monitoring	5	0,8	0,4
F	Governance and Supervision Arrangements	6	0,4	0,24
G	Partnerships	5	0,8	0,4
H	Learning, Communication and Outreach	5	0,4	0,2
I	Financial Planning / Budgeting	5	0,4	0,2
J	Efficiency	5	0,8	0,4
K	Risk identification and Social Safeguards	5	0,8	0,4
L	Sustainability / Replication and Catalytic Effects	5	1,2	0,6
M	Identified Project Design Weaknesses/Gaps	4	0,4	0,16
	Total Weighted Score	5,16		

109. The project design had several strengths, including:

a. Project Preparation: provided a good analysis of the gaps and barriers in the MRV system and a robust analysis of the baseline situation including comprehensive outlines of baseline projects. It also outlined a clear stakeholder analysis.

b. Strategic Relevance: outlined project relevance to UNEP, the GEF and national priorities; it also comprehensively described ongoing interventions and how the project would build on these.

[31] Interviews with CCMD and other project partners, February 2025.

[32] Rating scores: 6=highly satisfactory, 5=satisfactory, 4=moderately satisfactory, 3=moderately unsatisfactory, 2=unsatisfactory, 1=highly unsatisfactory, 0=not applicable

c. Theory of Change and intended results and causality: project design had a well thought-out Theory of Change that included a robust identification of assumptions and drivers (the evaluator added two to this during inception).

d. Governance and Supervision Arrangements: project design detailed well the project implementation arrangements by detailing the governance structure and roles for each project partners, as well as TORs.

e. Risks Identification: project had robust analysis of risks, including for climate and for COVID-19. The project was fortunate in that it was implemented after COVID-19 and as a result was not affected by this or its possible aftermath impacts, most notably because it had this detailed and strong COVID-19 specific risk-mitigation analysis and management plan in its design.

110. The evaluation investigated some of the potential design weaknesses:

a. The results framework: while the evaluator rated the overall results framework quite high at inception, the evaluation investigated whether the stated outcome and output level results held up as this was something the UNEP Project Review Committee (PRC) brought up and made suggestions on. These PRC recommendations were not taken up at project inception as recommended by the PRC. Most notably, the PRC proposed three outcomes (institutional reform; improved tracking through GHG inventories, MRV; improved capacity)[33]. Based on further investigation during the data collection phase, the evaluation found that the project results attainment was *not* affected due to this recommendation not being taken up.

b. Sustainability was also investigated as some elements seemed to have not been considered as effectively as they could have at project design. No exit strategy was developed, including aspects like, e.g. which MOUs for data sharing are maintained. as well as the sustainability of the Climate Transparency Unit. Especially considering that the CCMD suffers from understaffing, this would have been an important part of the exit strategy to look at[34] (see Annex 3 in the Inception Report for more detail). This said, the evaluation found that project implementation made many efforts to integrate sustainability and exit strategies, having many discussions with follow up actions during Steering Committee meetings, and the CTCU being integrated into the CCMD and the Climate Bill being fast-tracked for passing. This said, some items are still dependent on post-project action and depend heavily on the bill being passed and funding being available (both of which pose risks). Further discussed under the Sustainability section below.

Rating for Quality of Project Design: Satisfactory

5.3 Nature of the External Context

111. During the Inception Phase, a rating was established for the project's external operating context; where a project is rated as facing either an unfavourable or highly unfavourable external operating context, the ratings of effectiveness, efficiency and/or

[33] The evaluator considered adjusting the results framework and TOC to align with this recommendation. However, the evaluator decided that the evaluation can still be effective with keeping the results framework as is. One of the reviewers felt that the endorsement request had many outputs referring to training when the real outputs are the elaboration of the tracking systems - the evaluator would disagree with this statement - the outputs state support to technical advancement, some of these involved capacity developments, others involve tracking systems improvement.

[34] CCMD being understaff came up in the PSC minutes for CBIT Zimbabwe.

sustainability may be increased at the discretion of the evaluation consultant and UNEP Evaluation Office together - justification must be given for this.

112. There were no major events that had a significant impact on project implementation (e.g. natural disasters, conflict, change in government/political upheaval). In the case of this project the operating context was Favourable. The recent change in MECW leadership did not have a significant impact in terms of project results attainment.

Rating for Nature of the External Context: Favourable

5.4 Effectiveness

5.4.1 Availability of Outputs

113. The availability of outputs is discussed below through a narrative and a summary of level of achievement of indicators. Output-level indicators were defined by the evaluation as these were not a mandatory inclusion in the results framework at design. It must be noted that the inclusion of these output indicators is in no way a reflection of a weakness in the project M&E which had a comprehensive tick box list of deliverables per output. The evaluator defined the output indicators to allow for measurement of outputs leading to achievement of the project outcome in a more coherent way to inform the Terminal Evaluation Findings as a whole vis-a-vis the Theory of Change.

Output 1.1. National institutions strengthened to coordinate, manage and implement climate transparency activities

Output-level indicators (1.1)	TE Comments
Institutional coordination framework with roles and mandates validated (Baseline 0, EOP target 1)	Institutional framework was completed and validated.
Climate Change Bill submitted for adoption. (EOP target - bill submitted)	The Climate Change Bill went through various stakeholder consultation processes, and at the time of writing this report, the bill had been approved by the Cabinet Committee and was awaiting presentation to Cabinet.
MOUs for data sharing agreements in place (Baseline 0, EOP target 20)	Not fully achieved, will be in place through mandatory reporting as described in bill. Templates of good quality were developed and are ready to be signed.
Climate Transparency Unit established and operationalised (EOP target: operationalised within government)	CTCU established to an extent; TORs of staff and structure outlined, requests sent to Service Commission for staff roles to be filled; written into Climate Bill. Current staff at CCMD Mitigation Section seconded, so operationalised but still limited.

114. Overall, this output was achieved, although some elements of operationalisation hinge on the passing of the Climate Bill.

115. The Final Project Report stated that the output was 98% achieved, and that the project managed to achieve all planned activities under this output. It stated that major achievements include the establishment of institutional arrangements for Transparency in Zimbabwe, the

drafting of the climate change bill, the establishment of the CTCU within the CCMD, and that staffing and capacitation of the CTCU is yet to be completed.

116. For the first few activities, which involved identifying institutional arrangements and legal framework, a consulting team was hired between July 2022 and January 2023 to conduct the work.

117. A scoping study report was developed with findings and recommendations for the institutional arrangements and legal framework for the implementation of ETF. It outlined the methodology (e.g. the stakeholder consultation report below), a desktop study, and an online survey as well as semis-structured interviews and focus group discussions were held. Key findings included the assessment of the existing arrangements and identified gaps and challenges and then identified strategies for addressing the gaps and challenges and proposed a model structure of institutional arrangements. The report also talked about data templates that should help to adapt the data for reporting under the ETF, and made 11 concrete recommendations, which included importantly the design of the climate bill, data agreements, and the establishment of the CTCU.

118. A stakeholder consultation report "Semi-structured interviews and online survey questionnaires for the CBIT Project: Development of Zimbabwe's Institutional Arrangements and Legal Framework for the Implementation of the ETF" was developed.

119. A report was developed (finalised in 2022) that outlined the design for the institutional arrangements and legal framework. The section on institutional arrangements outlined clear and detailed institutional roles, mandates and responsibilities of the involved ministry, agencies and external data providers for data production, collection and reporting for the GHG inventory, tracking progress against the NDC, climate impacts and adaptation and support needed and received. Also included details of an inter-ministerial coordination framework and recommendations for the development of a legal framework, highlighting existing legislation that can be considered for integration into the legal framework for the national MRV system. The report is detailed and also includes an organigram of reporting including responsible institutions per Technical Working group per sector and also included the setup of the CTCU including staff TORs. The report also ensured in its listing of these working groups the importance of gender equality.

120. The Climate Change Bill was developed, a draft legal framework to collect and manage GHG inventory data and NDC tracking, including the establishment of the Climate Transparency Unit - including guidelines for reporting and relevant legal texts for submission to the GRN for adoption (to support the overarching climate bill) - legal framework report including reporting guidelines and draft text for legal acts as required. Technical and legal support was provided for the operationalisation of the Climate Bill and the designation of the CTCU.

121. The Climate Bill, thanks to partnerships (and as a result of pooling resources, co-financing support by) with UNDP, UNEP Law Division, IOM and UNICEF, underwent public consultation processes, as well as effectively integrated youth and gender aspects across the country's provinces. The Bill has passed through the Attorney General's Office, the Minister of MECW has presented it to the Cabinet Committee. At the time of writing this report, the Bill has been endorsed by Cabinet and awaiting the next steps, which are the Parliamentary consultations and finalisation.

122. The project was supposed to prepare and submit at least 20 data sharing agreements MOUs for signature by national government and relevant national/province/local authorities

and other key stockholder on the implementation of the ETF. These MOUs were supposed to be a co-development process with key ministries and private sector in order to enhance trust, outline the data needs and create a sustainable mechanism of data sharing. These MOU templates are there and ready to use and were co-developed as guided by the IPCCC. In the MOU design process, the project invited key stakeholders in the private sector to go through the clauses, define the data, and methods of sharing. During this process, quite a few private sector and government institutions, realising this was a legal document, needed more time and were skeptical to sign. At the same time, data sharing arrangement clauses were included in the Climate Bill which would give the legal backing of these data sharing agreements (which at the individual data provision level could provide for flexible and unique arrangements). Already data sharing is in place without the formal agreements, but the Bill being enacted will go a long way to streamline data provision processes.

123. The institutional arrangements and legal framework delivery was validated on 17 April 2023 through a validation workshop and accepted by the relevant institutions.

124. The establishment of CTCU was supposed to be done by engaging two consultations to operationalise the unit in line with the mandate by the CC Bill. Initially, this would be a pilot unit until the role of the unit has been formally defined in the legal framework. Once the institutional arrangements were validated along with the CTCU structure and staff TORs, the unit was constituted by the CCMD by assigning responsibilities to existing officers (instead of using consultants) and was planning to bring in other individuals from other departments and agencies. This decision was taken at the fourth Steering Committee meeting (10 July 2023) to ensure sustainability when the project was to come to an end in December 2024. As a result, the CCMD Directorate assumes that function from the onset to ensure continuity and sustainability of the coordination function to beyond the life of the project; the PSC recommended that the funds allocated to this coordination function be used to build technical and institutional capacity of the CTCU to engage with other relevant stakeholders in GHG inventories data management and climate transparency including providing tools and materials to strengthen the unit's operations.

125. The CTCU was supposed to include testing, population and managing access to the GHG Inventory Management System (GHGIMS) and the Online Transparency Portal (OTP) which was ultimately not done to the level as planned in project design. The Final Project report states that the CTCU could not produce quarterly reports because only skeletal staff were in the unit so far, that these staff did attend all the capacity training sessions, and that "one evaluation report on the status of the CTCU would be submitted by April 2025". At the time of drafting this evaluation, this report had not been submitted.

126. In other words, the CTCU was established in principle: the TORs were developed and validated by the CCMD, the roles and responsibilities were clearly defined and included in the Climate Bill. The CCMD identified the BTR coordination as the interim CTCU, through a Deputy Director level position and one technical officer; the technical officer was confirmed as full-time responsible as of December 2024. The CCMD has officially requested further officers to fill the TORs from the Public Service Commission. There is also a concrete plan to recruit two full-time IT specialists to the Zimbabwe Carbon Markets Authority (ZICMA) which will be seconded to also maintain the GHGIMS and the OTP. This said, the CCMD currently faces personnel issue, the Mitigation Section is supposed to have five, but there are two vacant posts and overall budget limitations. The operationalisation of the institutional arrangement, while enthusiasm is strong to push the CTCU, depends on the ability of Treasury to fund these positions. This might further be strengthened or at least prioritised upon enacting the Climate Bill. The ZICMA has high-level support and through this might also support the operationalisation of the CTCU.

127. As part of the operationalisation, an ETF roadmap was developed and finalised and formed an integral part of the BTR1 roadmap, including budget and staff needs; these were also included in the CTCU TORs. Hardware in support of the GHGIMS, installation for the GHGIMS database, key entry use manual and the OTP manual were delivered to the CCMD.

Output 1.2. Technical support, training and tools provided to the country to submit transparent, consistent and complete and accurate GHG inventories

Output-level indicators (1.2)	TE Comments
GHG inventory QA/QC and improvement plans operationalised (Baseline - no plans, EOP Target - plans operationalised)	QA/QC and improvement plans taken up by CCMD and operationalised.
Number of compiled Emission Factors developed by experts (Baseline 0, EOP Target 3)	23 Emission Factors developed under the AFOLU sector, even though Energy did not get developed.
Number of inventory experts and coordinators trained (Baseline 0, EOP 30 - >40% female)	45, not disaggregated in project reporting. Overachieved on target.

128. Output 1.2 was fully achieved with some minor challenges faced which were well managed through adaptive and flexible approaches taken by the PMU and guided by the PSC.

129. The Final Project Report stated that all planned activities under this output were achieved, these included the establishment of a GHG database and the Online Transparency Portal as the country's GHGIMS, GHG technical capacity and QA/QC improvement plan, and the development of 23 country specific emission factors in the AFOLU sector and the AFOLU sector Technical Working Group was established.

130. This output was supposed to conduct a scoping exercise to identify gaps and constraints in capacity, develop tools and guidance on national GHG inventory elaboration (including data collection, compilation, QA/QC tools and improvement plans) and deliver training to at least 30 GHG inventory experts. These activities conducted by a team of consultants led by the Environment, Climate and Sustainable Development Institute of the University of Zimbabwe, with international support from the Greenhouse Gas Management Institute. The consultancy contract ran from January to July 2023.

131. The scoping exercise was conducted in 2022 and included GHG inventory capacities and training needs, and technology needs were identified including target stakeholders and upcoming GHG experts (of these, efforts were placed also on assessing the needs of and possibilities of empowering women and youth). The full scoping report was delivered and was used to inform the GHG training for local experts.

132. The PIR 2024 stated (and the evaluation verified) that the GHG inventory tools and templates were developed in March 2023. The QA/QC training was also conducted (as part of the training detailed in subsequent paragraphs below). The Inventory Improvement Tracker (IIP Tracker) for all sectors and UNFCCC Recommendation Tracker was developed including for all sectors. A QA/QC improvement plan was developed and validated for use by 2023.

133. As part of these activities (most notably Activity 1.2.4.), there were supposed to be five training workshops and training materials on the latest IPCC guidelines, GHG inventory tools, emissions projections and templates, etc. The consultants (UZ and GHGMI) led a five-in-one training workshop instead between 15 and 19 May 2023 in Harare:

i. Day 1: Cross-cutting issues and background to IPCC guidelines, including intro to inventory guidelines, approaches to data quality, QA/QC and verification, intro recommended inventory compilation tools and templates, uncertainties

ii. Day 2: Energy sector - methods and tools (sources of emissions within energy sector, methodological tiers and data requirements, data mapping for energy sector, intro to IPCC software, exercise using SAGE)

iii. Day 3 - two groups: Group 1 (IPPU methods and tools: sources of emissions, data mapping, SAGE, IPCC software and templates); Group 2: Agriculture Methods and Tools (livestock related emission sources, soil and crop-related emission sources, data mapping for agri sector, tutorial and exercise using agri emissions quantification template and intro to IPCC software)

iv. Day 4 - two groups: Group 3 (Waste methods and tools: emission sources and estimating emissions from waste sector, methodological tiers and reqs, using IPCC software and SAGE for waste); Group 2 (FOLU methods and tools: emission sources and estimations and removals for FOLU sector, methodological approaches, data collection focusing on 6 IPCC land categories, using Google Earth Engine Code Editor tool to generate activity data for the FOLU sector, land use change analysis to generate activity data, exercise using the FOLU template to calculate emissions and removals, using generated activity data and default emission factors)

v. Day 5: Zimbabwe's National Inventory Improvement Plan, intro to Zim's QA/QC plan and stakeholder facilitated discussion

vi. All participants attended day 1 (67); energy sector trainees and others attend day 2 (23); Day 3 IPPU was represented in group 1 (15), group 2 agriculture and others (15); Day 4 Waste attended Group 3 and FOLU group 4; Day 5 all attended again.

134. The consultants conducted an evaluation survey with the participants of the workshop, and delivered a report on this evaluation, finding that there had been a significant increase in knowledge and skill and rated high in terms of application. The evaluation, after speaking to several participants and informed by the TE capacity building survey results, found that the training was useful to the majority of participants and the tools and capacity was being applied. The workshop did not give a total number of those trained, however project reporting states 45, when the workshop total number of all attending day 1 was 67; these were also not disaggregated by gender.

135. This output was also responsible for developing three country-specific Emission Factors (EFs) for key categories, namely Land converted to cropland, and energy industries - solid fuels and enteric fermentation (one per category) including methodology documents for the future development of country-specific EFs. The project learned early on the EF was underbudgeted and so had to make flexible arrangements for the EF work. Firstly, the work of the EFs for cropland from forests was co-developed by the Forestry Commission and the University of Edinburgh (co-funded), and the livestock enteric EF work was co-developed by the Livestock Department and the New Zealand GHG Agricultural Research Centre (co-funded).

136. The Final Project Report claimed that this activity had 90% completion and that a total of 23 EFs were developed for the AFOLU sector (livestock enteric fermentation (17) and land converted to cropland (forests, 6) and soils (1)). EF reports were produced, and manuscripts were to be submitted to a peer-reviewed journal for technical review and possible registration

with the EF board. This was ultimately done (the publication) because, while they managed to get very technical information, the amount of sampling points collected for soils was on the low side to be scientifically sound. They managed to generate baseline references for the soils under cropland under forest land compared that with the IPCC defaults. Two technical reports were developed ("Estimating carbon stocks in six dominant vegetation types and selected soils of Zimbabwe" (Sep 2024) and "Inventory of GHG emissions from cattle in Zimbabwe from 1990-2021 calculated using the IPCC Tier 2 method" (Oct 2024).

137. A workshop/training was held on 13 June 2023 in Harare, and a field training on14-17 June 2022 in Mutoko district specifically for the forest converted to cropland EF. They delivered technical training to local experts on emission development process, methodologies, tools and data requirements, guidance to trainees on data processing and calculation of land converted to cropland emission factor, enhanced knowledge and awareness on CBIT and GHGI compilation process for FOLU sector; the field work component included accurate data generation and collection for above ground biomass and soil carbon estimation, permanent plot establishment and collecting sample data for estimating above ground biomass and soil carbon, as well as ground truthing protocols and expertise in line with new mapping technologies and software.

138. At this workshop, 18 participants took part in theoretical and 12 in practical field work. Participants were identified during the scoping exercises and roadmap development process was drawn from relevant institutions with direct links and interest in climate change, forest, land conversion, agriculture, environment management. The selection encouraged participation of female candidates (a space largely dominated by male candidates in Zimbabwe). Learning materials were shared and then a pre-training exam was conducted (needed at least 50% score to get in, which they all did) and then post-training exam on theoretical aspect and also needed 50% or more, all passed.

139. Regarding the planned energy EF, the capacity was not available in-country (at least not for the budget available) and it was a challenge to get an international player with the budget, this was eventually dropped, and more effort was placed into the AFOLU sector EFs.

140. This output also included the operationalisation of the GHG inventory data management system (GHGIMS) that was developed under the BUR project to cover all five sectors and integrate with other database components under an integrated OTP. This work fell under a consultancy (Climate Data Solutions - one IT and climate expert) who took on this development as well as the training (contract: October 2023 to October 2024). The Final Project Report claimed that this activity had been 100% completed and that the GHGIMS was successfully integrated under the compilation process under the BTR1 and NC5. The evaluation found that this was not accurate; that the BTR1 process in fact used the previous MRV system (time shortage and falling back to what was known and comfortable). This said, the GHGIMS is in place, but most of the information required for the database has not been developed, there is still work to be done there. What is currently on the portal is static information, like the NCs, and a number of policy docs, information on climate finance and so on; for the first BTR it was not really used. The system required to go through the process of proper testing and approval, specifically the GHG inventory compilers - what was used for BTR and NC5 was IPCC software - but there are plans for it to be migrated into the GHG and there is a high level of confidence that this will happen.35

[35] One interview from BTR team member "things were very hectic with the BTR1 the original idea was to use the GHGIMS but for BTR2 and NC6 it will definitely be used"

141. The consultant provided two[36] intensive training workshops on the GHGIMS and OTP. These included a workshop on data cleaning, testing of the GHG database, and training of technical experts, carrying out QC and clean data contained in the developed GHG database in preparation for use, and updating under the BTR1/NC5, as well as data collection strategies, agreeing on data gaps filling methods (and filling all available gaps up to 2017). This workshop was held between 29 April and 2 May 2024. It also included QA/QC and verification. After this workshop, the GHG database went under improvement until October 2024.

142. The second training was a stakeholder training on the GHGIMS - database and the Online Transparency Portal (OTP). Since significant progress was made with the GHG database on OTP, a two-day capacity building workshop was proposed to raise awareness and knowledge on how to access and use the GHGIMS, how to provide inventory related data and info to the CTCU through the GHGIMS, build capacity to access and navigate the OTP (12-13 November 2024).

Output 1.3. Technical support, training and tools to the country to track Nationally Determined Contributions (Mitigation/Adaptation)

Output-level indicators (1.3)	TE Comments
Climate Transparency Portal in place (Baseline - no portal, EOP Target - portal in place)	OTP delivered and of good quality.
No of experts trained in MRV coordination and tracking NDCs (Baseline 0 , EOP Target 15- >40% female)	Target overachieved, 45 trained (not gender disaggregated in project reporting)
No of stakeholders trained in climate finance (Baseline 0, EOP Target 30- >40% female)	Target overachieved, 48 trained (not gender disaggregated in project reporting)

143. This output was fully achieved. The Final Project Report states 98% achievement and that a NDC Technical Working Group (TWG) was established and facilitated the development of NDC tracking indicators, the OTP was also developed and integrated with the GHG database into a GHGIMS. The project enhanced technical capacity for upcoming experts and key stakeholders in GHGIMS management and use, NDC formulation and tracking. The climate transparency improvement plan for the country's Measurement, Reporting and Verification (MRV) system was also developed. Final loose ends included that the operationalisation of the OTP requires IT hardware and software to be provided beyond the scope of the project.

144. Initial stages of delivering on this output were met with some challenges when a NDC consultant could not be procured after the tender process only produced two bidders who failed to meet the minimum requirements for the assignment. As a way forward, the PTC proposed the establishment of a Technical Working Group to undertake the task through adaptation of some tools that may be available from international initiatives such as ICAT and develop the NDC tracking system for Zimbabwe under the CBIT Project. The Steering Committee discussed and approved this proposal.[37] As a result, a TWG was constituted to develop the indicators, tools and systems for tracking NDCs, five technical write shops were held, and the TWG collaborated with the GHGIMS consultant (from Output 1.2) on getting the tracking system to be hosted on the OTP. The project managed to also use this group as a way to strengthen the expertise of young and upcoming female professionals in this field.[38]

[36] The Final Project Report states four, although there are only two reports - training went over several days.
[37] At PSC No 5, 20 October 2023.
[38] Interviews with these individuals illustrated the importance of technical skills building but also the networking that was possible.

145. The TWG first conducted a scoping exercise to review findings from previous capacity building initiatives (including NDC tracking system specifications developed under ICAT) and identified gaps and constraints for expertise, data, indicators, systems and tools for tracking NDC implementation. This scoping was to include a training and needs assessment consider the training needs for youth involvement, industry representatives, marginalised groups and grassroots communities. This scoping report was conducted and informed the establishment of the TWG.

146. The TWG developed the tracking system which consists of indicators and tools to enable tracking process; this work was done in consultation with other stakeholders across the portfolio of 17 NDC projects for the country which cut across four IPCC sectors, operationally these indicators form an integral part of the NDC tracking system being developed as part of the GHGIMS.

147. A functional OTP was established including its improvement plan. The OTP is linked to the GHG database and constitute the GHGIMS for Zimbabwe. The GHGIMS consist of four interfaces workstations for the 4 IPCC sectors. The OTP is currently sitting under climate data solutions while the CCMD website is under renovation (climatechange.co.zw) and then will be moved over where the GHGIMS will be in place, with the necessary connections with the database. Stakeholders mentioned that more training needs to be done on the OTP in order to streamline the inputting of data there.

148. So, in short, the TWG developed tracking indicators while the GHGIMS consultant developed the tracking system in consultation and input from the TWG. The Tracking system on the OTP will require refinement and operationalisation by end of 2025 when the ministry provides the require hardware and software and personnel to manage the platform.

149. An Improvement Plan to track constraints, gaps, barriers with national MRV system and document ideas for future development activities to improve Zimbabwe's ability to meet its NDCs was developed.

150. Twelve people were on the TWG, and were responsible, as mentioned, for the NDC tracking as well as the training aspects. The TWG developed 8 NDC training modules. The TWG also facilitated the training of 50 individuals including government officials, private sectors players, individuals and data providers on VDCs, indicators and tracking as per the provisions of the Enhanced Transparency Framework (ETF) of the Paris Agreement. The NDC-TWG is participating and contributing to the development of the country's NDC3.0.

151. Members of the TWG were highly capacitated senior people with extensive experience together with academically skilled junior and upcoming experts. A lot of learning by doing took place, and TWG members consulted during the evaluation found the experience deeply enriching not only for the country and the output results, but also for themselves as professionals and upcoming experts in the field. While work was voluntary, Daily Subsistence Allowances were paid and write shops were hosted outside of usual working geographical locations (out of town). The TWG is now a network and an important resource.

152. The NDC tracking system training took place as follows:

i. A training was conducted in Bulawayo from 31 October to 1 November 2024 and included participants from the City of Buluwayo, Vital Recycling, the Office of the President, EMA, Sino Zim Cement, Sable Chemicals, Lupane University, among others. All four sectors were represented.

ii. A second training (same as above, see modules below) was conducted in Chinhoyi between 24 and 25 October 2024. Here participants included the EMA, Forestry Commission, Ministry of Energy and Power Dev, Chinhoyi Town Council, City of Kadoma, etc, representing the 4 IPCC sectors (Waste, energy, IPPU, AFOLU)

153. The output also included an activity related to delivering training to at least 30 stakeholders from public institutions and developing guidance material on identifying and reporting climate finance expenditures. The project hired a consultancy firm to conduct this work (building capacity in identifying, tracking and reporting climate finance for climate change activities in Zimbabwe); this work was carried out by Alidouglas Development Consultancy between September 2024 and November 2024. Two capacity building and awareness workshops were conducted for at least 48 individuals on climate finance identification and tracking. Participants were drawn from government institutions, private sector finance sector and data providers. A Climate Finance Capacity Building Report was developed based on these workshops and reported on delivering training on building stakeholder capacity to track climate finance to fulfil the ETF requirements, situational analysis of climate finance in Zim, capacity building for Climate Finance identification, tracking and mobilisation, enhancing capacity to fundraise for climate change activities, including identifying potential sources to finance climate change activities, list of sector-specific climate financing sources and their key requirements and relevance to Zimbabwe.

154. The eighth and final activity under this output was the participation in the Global CBIT coordination platform and other workshops and international conferences on climate and transparency. The following events were participated in and/or hosted:

i. The PTC attended and supported the CCMD at the Africa Climate Week in Nairobi in September 2023
ii. The PTC attended and supported the CCMD in COP-28 in Dubai in December 2023
iii. The project hosted the Regional CBIT Learning and Sharing Workshop for CBIT Anglophone Countries in Victoria Falls in February 2024.

Output 1.4. Technical support, training and tools provided to the country to use climate analysis in decision-making

Output-level indicators (1.3)	TE Comments
No of stakeholders trained in interpreting climate data for decision-making for mitigation and adaptation (Baseline 0, EOP Target 30- >40% female)	Target reached, 36 (not gender disaggregated in reporting)
National Climate Change Communication Strategy validated (Baseline 0, EOP Target 1)	NCCCS validated

155. Output 1.4 was fully achieved. The Final Project Report claims 100% achievement, stating that the project managed to achieve all the planned activities under the output. Major achievements included the development of emission profiles and mitigation scenarios and projections and enhanced capacity in interpretation of MRV outputs for decision making. These projections are being used in the development of NDC3.0. The project also developed the National Climate Change Communication Strategy as well as policy briefs.

156. Zimbabwe's emission profiles, mitigation scenarios and projects were developed, and these are being used in the development of the NDC3.0.

157. Two training workshops were delivered for policy-makers, ministerial staff and other relevant stakeholders on how to integrate GHG emissions and projections data into decision-making processes, one report was developed encompassing the two workshops:

i. Building capacity for policymakers, ministry staff/local authorities and other relevant stakeholders on how to integrate GHG emissions and projections data into decision-making processes: 23 Sep 24 in Masvingo; 26 Sep 24 in Kadoma

ii. Build capacity policymakers, ministry staff/local authorities and other relevant stakeholders on how to interpret and integrate the results of vulnerability assessments, mitigation assessments and the outputs of the NDC tracking platform into decision-making processes: 24 Sep 24 in Masvingo; 27 Sep 24 in Kadoma

158. The two above activities under paragraphs 113 and 114 were conducted by Todd Ngara Consultancy between September and December 2024.

159. A draft NCCCS was developed through a consultative process, and a validation workshop was conducted in December 2024 where the NCCCS was validated.

160. As many as 8 policy briefs were developed by various experts across the IPCCC sectors and climate change adaptation.

161. Final Project Report: 100%; At least 8 policy briefs were developed by the various experts and stakeholders across the four IPCC sectors and climate change adaptation.

OVERALL AVAILABILITY OT OUTPUTS FINDINGS

162. Below is a summary of the level of availability/delivery of the outputs planned under the project. Overall, the project delivered on its outputs, even though at the activity-level there was minor partial delivery. Some sustainability in terms of outputs is further discussed below but more needs to be done and a lot hinges on the passing of the Climate Bill with the risk of financial limits of treasury.

163. That said, it is commendable what was achieved by the PMU, CCMD and the project stakeholders, with some best practice examples (e.g. TWG for the NDC tracking work) as adaptive, flexible and sustainable thinking and management. The evaluation is rating this as Highly Satisfactory because of the level of achievement of outputs in such a short amount of time.

Table 8. Level of delivery of project outputs for the CBIT Zimbabwe Project

Output	Level of delivery
Output 1.1 National institutions strengthened to coordinate, manage and implement climate transparency activities	Mostly delivered, although operationalisation of CTCU and data sharing hinges on the enactment of the bill which is pending.
Output 1.2 Technical support, training and tools provided to the country to submit transparent, consistent, comparable, complete and accurate greenhouse gas (GHG) inventories	Fully delivered.
1.3. Technical support, training and tools provided to the country to track Nationally Determined Contributions	Fully delivered.

Output	Level of delivery
(Mitigation/Adaptation) and support needed and received	
1.4. Technical support, training and tools provided to the country to use climate analysis in decision-making	Fully delivered.

Rating for Availability of Outputs: <u>Highly Satisfactory</u>

5.4.2 Achievement of Project Outcome

Outcome-level Indicators	TE Comments
Qualitative rating of the national GHG inventory reporting in its ability to track GHG emissions from the key sectors (from 2 at baseline to 6 at EOP)	PIR 2025: 5 (+3) (notable improvement) TWG also notable contribution, strong inclusion of gender empowerment aspects (5 out of 12 were women, but the level of participation and engagement of these women was strong)
Qualitative rating of the national MRV system for tracking mitigation, adaptation and support (from 2 at baseline to 6 at EOP)	PIR 2025: 5 (+3) (notable improvement) The evaluation agrees with the narrative outlined in the PIR: *Capacity was enhanced for GHG Inventory Reporting including the collection, compilation and analysis of data as well as QA/QC. The GHGIMS was also developed and key stakeholders/ institutions capacitated on its use to aid in transparency reporting.* *On this basis, the qualitative rating of Zimbabwe's MRV system is rated at 5. While this is slightly below the end-of-project target of 6, the target that was set at project design can be considered ambitious, retrospectively. Therefore, the achievement of a rating of 5 is considered satisfactory.*
No of climate change actions fully elaborated and populated with data that meets the requirements of the ETF available online	PIR 2025: overachieved - 17 Tracking indicators for all the 17 NDC mitigation actions were developed and CTF tables completed and submitted as part of the country's BTR1 submission. These CTF tables are available on the UNFCCC portal and Zimbabwe's OTP.
% of training participants declaring to be in a good position to interpret and integrate MRV system outputs into policy decisions (from 0% at baseline to 70% of fe/male participants disaggregated equally at EOP)	PIR 2025: achieved (71% male, 85% female) 35 out of the 49 women trained and 73 out of the 86 men trained declared to be in a good position to interpret and integrate MRV system outputs into policy decisions. This was achieved through trainings in Mitigation scenarios and projections, Vulnerability assessments, GHG inventory, GHGIMS, NDC tracking and Emission Factor development.
No of stakeholders using training and tools provided to elaborate climate change policies	PIR 2025: overachieved (35 F, 73 M)

Outcome-level Indicators	TE Comments
and reports required by UNFCCC in line with PA requirements (from 0 at baseline to 15 male and 15 female at EOP)	Stakeholders using the following tools and training materials: data collection templates, QA/QC plan, GHG Database, OTP, Emission factors, NDC tracking indicators, Emission profiles and Mitigation Scenarios and projections, Climate finance materials, Vulnerability indexes among other tools

164. The Project Outcome statement for the evaluation was revised to "Zimbabwe's tracking and reporting of GHG emissions and NDC improved as a result of strengthened MRV systems to comply with the Enhanced Transparency Framework". The evaluation found that this outcome had been achieved but with operational aspects of the outcome still pending in terms of sustaining project results.

165. The Final Project Report stated that the project strengthened the country's MRV system through establishing Institutional arrangements for transparency, legal framework development enhancing technical and institutional capacity for GHG Inventory compilation and archiving, Online Transparency Portal and country specific EFs. These will enhance the country's capacity to comply with the enhanced Transparency Framework of the Paris Agreement.

166. The strategic outcome-related question for the evaluation was "Did the project contribute to strengthening/improving transparency mechanisms of national institutions for domestic and UNFCCC reporting?" The important assumptions (A) and Drivers (D) outlined in the TOC causal pathway from outputs to outcomes included: Line ministries and private sector are convinced of the importance of transparency (Aa); there is political stability, along with an adequate and coherent participation of ministries and agencies (Ab); capacities are retained/applied (Ac), there is sufficient and sustainable budget allocated for transparency (Dd); private sector and relevant stakeholders accept to share data and information (DAe); enhanced capacity disaggregated by gender to analyse and access climate data improves gender equity and increases overall ability to improve tracking and reporting (Dj).

167. The following aspects are key to consider the achievement of the project outcome, especially considering what was there before, versus what is there now due to the project's intervention:

i. Institutional arrangements: there has been a lot of improvement in this area, years before the project there were ad hoc arrangements when it came to reporting, then a small office was started (the CCMD) and the structures were not in place yet, but CCMD started growing its portfolio and staff contingent; the CBIT Zimbabwe project really helped set up the structures for clear climate reporting - who is responsible for what. A very strong institutional arrangement has been validated. It also tried to set up more formalised structures for data provision and managed to do this *to an extent*. The data sharing agreements are there on paper, but not yet in practice, the CTCU is there on paper and operational but with a skeletal staff, and the Climate Bill is there on paper but still needing to be enacted. The project did an excellent job in trying to embed the institutional arrangements and enhance stakeholder participation in climate reporting, with a number of institutions now working actively on this with CCMD.

ii. Capacities developed: the project has made an enormous effort through its many workshops and training to build capacities (GHG inventories, NDC tracking, GHGIMS and OTP access and use, climate finance, climate projections and decision-making), and especially to raise the profile of women and youth. Government, academia, private industry and local-level participation was included in these trainings, and not only does Zimbabwe have a larger pool of experts now, it also has a much larger understanding among different sectors of the importance of transparent climate reporting.

iii. NDC tracking tools and the Technical Working Group: This excellent learning-by-doing approach of using a group of existing experts with a group of upcoming experts not only led to quality NDC tracking work, various tools and templates included into the GHG database, and 8 training modules, it also led to an enlarged pool of nationally capacited experts. Particularly this was a good model for the empowerment of upcoming female professionals in this field.

iv. The GHG inventory management system and the OTP is a strong contribution to more streamlined reporting once properly taken up. It is unfortunate this was not used for the BTR1/NC5 development, but understandably this database was being tested and finalised in parallel. The sustainability of much of the project's outcome depends on this being used for BTR2.

v. The Climate Bill: the climate bill being enacted is a key move that will provide the legal backing for not only the full operationalisation of the CTCU, the administration of the GHGIMS and the OTP, the data sharing and provision from data providers, but also for the overall uptake and move towards impact, as much of what the project has been built is a massive contributor to an improved and more transparent system of reporting. Of course, even when the Climate Bill is enacted, many aspects depend on limited budgets from Treasury.

168. The BTR1/NC5 should have used the systems put in place by CBIT but it didn't, a new Permanent Secretary came on board, time was really limited, people reverted to what they were comfortable with. It is really important the BTR2 use the structures brought about by project; the evaluator was told this would be the case but would highlight this strongly in this TE.

169. The evaluation found that the Climate Bill was really pushed through fast relative to other legal frameworks being passed in Zimbabwe. This is a great example of partnership in terms of also bringing in different aspects - strong achievement by project together with partners (UNDP, UNEP, UNICEF), managed to also do consultations in ten provinces, integrate gender and youth aspects, and also has shown political will in its movement up to Cabinet in just a few months after consultations.

170. It is clear that important capacity gaps were filled, the project came at an opportune time.

171. Coming back to the assumptions and drivers and the final outcome question (did the project contribute to strengthening transparency mechanisms of national institutions?):

i. Line ministries and private sector are convinced of the importance of transparency (Aa): yes, the evaluation found that this assumption held;

ii. There is political stability, along with an adequate and coherent participation of ministries and agencies (Ab): assumption held;

iii. Capacities are retained/applied (Ac): assumption held;

iv. There is sufficient and sustainable budget allocated for transparency (Dd) in project: assumption held to an extent with some need for minor reallocation and e.g. EF did not have enough budget to conduct the energy work, but instead overachieved on the AFOLU;

v. Private sector and relevant stakeholders accept to share data and information (DAe): this held but there are still some challenges particularly in the private sector which need further attention;

vi. Enhanced capacity disaggregated by gender to analyse and access climate data improves gender equity and increases overall ability to improve tracking and reporting (Dj): the project made a large effort to increase capacity to tip the scale from a male-dominated field towards gender equity.

172. Overall, the project really managed to achieve an enormous amount in a short amount of time and did strengthen the country's ability to conduct transparent reporting. Some challenges remain, including the limited capacity to recruit personnel for the CTCU. This said, the CCMD has put all the steps in place to operationalise the CTCU, as well as champion the passing of the Bill.

Rating for Achievement of Project Outcome: Satisfactory

5.4.3 Achievement of Likelihood of Impact

Objective-level Indicators	TE Comments
No of institutions that have the capacity (institutional, technical and human capacities) to collect and process climate change data into useful information for policymaking and reporting to the UNFCCC under an enhanced transparency framework (Baseline 0, EOP >6 institutions)	PIR 2025: overachieved (11) The following institutions have developed capacity to collect and process climate change data into useful information for policy and reporting: (1) Forestry Commission, (2) University of Zimbabwe, (3) Ministry of Agriculture, (4) Sable Chemicals, (5) City of Bulawayo, (6) Green Hut Trust, (7) Midlands State University, (8) CCMD, (9) Climate Data Solutions, (10) Comprehensive Energy Solutions and (11) Business Council for Sustainable Development
No of women capacitated in handling climate change and contributing to climate action decision-making (Baseline 4, EOP >25)	PIR 2025: overachieved (38) 35 of the 61 women engaged under the CBIT project have been capacitated to handle climate change data and contribute to climate action decision making. The 3 women in the baseline were not trained
Qualitative assessment of institutional capacity for transparency-related activities (as per CBIT programming directions, Annex IV)39 (Baseline 0, EOP 3)	PIR 2025: achieved (5 (+3) Through the project institutional arrangements developed and adopted more institutions now have the capacity to implement transparency related activities in GHG reporting. The AFOLU sector has also developed sector specific institutional arrangements.

[39] Guidance for rating levels was given in the CEO ER under Results Framework Annex A

173. The achievement of likelihood of impact is discussed below considering the causal pathways in the Theory of Change, starting from the Outcome achievement through intermediate states through to the two impact statements.

174. For the Intermediate State 1, the question was: what evidence is there to suggest that stakeholders can access and are using climate data for improved decision-making (IS1). There were various assumptions that needed to be met within this causal pathway, which are discussed below first:

i. DAe: private sector and relevant stakeholders accept to share data and information: As already stated in the Outcome Achievement above, this driver/assumption was met to an extent but more still needs to be done to enhance data-sharing (and the trust there-in), including the enactment of the Bill, more awareness-raising, and formalised agreements between the CCMD, as well as the operationalisation of the OTP and GHGIMS.

ii. Af: the relevant actors are committed to sustaining project results and have the necessary means to mainstream climate analysis into decision-making: the engagement and participation of stakeholders has really illustrated the commitment from a number of key stakeholders to sustaining project results (e.g. the level of commitment of the TWG even working on a voluntary basis, the enthusiasm, capacity and ownership of results of the CCMD, the high level push for the Climate Bill to be passed)

iii. DAk: Climate Transparency and Compliance Unit is maintained post-project and operational: This was a driver because the operationalisation of the project was part of Output 1.1. The project made a large contribution towards the CTCU structure and the CCMD has integrated it within the department, with staff seconded to it along with formal requests made to the Public Service Commission to fulfil the staff contingent as per the institutional arrangement recommendations. Steps have been made also through ZICMA to get IT staff to maintain the GHGIMS and the OTP.

iv. Based on the above, there is evidence that the project has enhanced capacity and the new MRV system to fast-track the access to data, and steps beyond the project are being taken to operationalise it.

175. For Intermediate States 2 (Zimbabwe is in a position to set more ambitious NDC targets), 3 (Zimbabwe increasingly adopts and/or implements low GHG emission development strategies and invests in clean technologies), 4 (Zimbabwe increasingly advances its national adaptation plans), the following question was asked: what evidence is there to suggest that Zimbabwe is on a path to set more ambitious NDC targets and motivated to implement low GHG emission development technologies and invest in adaptation? The following drivers and assumptions needed to be met:

i. Dg: an efficient strategy is developed to comply with the Paris Agreement over time: this has certainly been the case given the outputs delivered through the project; this said, operationalisation of this strategy depends on the Bill and public (and donor) funding.

ii. Ah: there is a national political interest for the country to continue to comply with the Paris Agreement: there is high political interest evidenced by the fast-tracking of the Climate Bill and the fact that CBIT is used for the NDC3 statement.

iii. Ai: there is sufficient funding for climate change actions: this assumption has a higher risk of not being met, although with ZICMA being instituted, there might be a more sustainable financing mechanism, the fact that the Ministry of Finance and Economic Development are integrating climate finance reporting so proactively (see paragraph 137 below) is a sign of the level of commitment of the country and its government. But limited budgets are still the reality.

iv. The BTR1/NC5 country statement was based on CBIT interventions, and the input into the NDC3 which has increased its ambition level already show that Zimbabwe is on track in terms of its ambitions for NDCs. In addition, the BTR2 already had its inception meeting in February 2025.

176. The evaluator was made aware by multiple stakeholders that things are so much easier now: data management under the GHGIMS and OTP, MRVs are now clear, and there is a view that the country is able to report much more transparently than before the project.

177. The Peer learning experience at Victoria Falls was also an opportunity to formulate possible gaps to be addressed through a potential CBIT Phase II, this together with detailed improvement plans and recommendations from the BTR2 set the country up well for this next phase.

178. The project really demonstrated that a lot can be done in a small amount of time: capacity has really been built and used, QA/QC improvements, EFs, the novel way of using the TWG to conduct the NDC tracking, and now the pool of experts has grown, both outside and within government. The project also expanded to scope to a lot of younger people, gender balance was integrated throughout.

179. An example of CBIT catalysing an important partner is the work by the Ministry of Finance which had previously done the Development Project Management Information System (DevProMIS) and then went on to develop mainstreaming climate finance through the project. Through the project, they saw the importance of what this work was all about, and the aim was to try to get as much information as possible. The issue of reporting can sometimes be a bit of a contentious issue but at end of the day through transparency and accountability, steps can be taken forward. One of the tools through another project (UNDP DevPromise), when issuing seculars, the requirement is that Ministry Departments indicate the projects that are mainstreaming climate. The Ministry of Finance has developed some templates along with the Budget Call Circulars on the projects. The PSC member of CBIT through the exposure of CBIT has established an 18-member Technical Working Group within the Ministry of Finance to build capacity of them being able to contribute to the reporting framework. This TWG includes representatives from risk assessment, debt management, international cooperation, infrastructure development, among others. This is all founded off the CBIT experience.

180. Overall, evidenced by the project's interventions, the country is moving towards better measurement of climate data and reporting and collecting but also trying to be more ambitious in its NDC within the context of its economic limits. The improvement plans development, national political will up to the President level on climate change, the bill being passed is overall moving in the right direction toward impact (climate resilience and carbon neutrality). A second phase of CBIT would be an important contribution towards this effort.

Rating for Achievement of Likelihood of Impact: Likely

Rating for Effectiveness: Satisfactory

5.5 Financial Management

5.5.1 Adherence to UNEP's Financial Policies and Procedures

181. The roles of financial management and reporting were delineated in the Project Cooperation Agreement (PCA) between the Implementing Agency (IA) (GEF Climate Mitigation Unit) and the Executing Agency (EA) (CCMD, MECW). The PCA stipulated that UNEP would furnish cash advances in accordance with the project budget annexed to the PCA. UNEP was to disburse the initial instalment (USD 210,000) to the EA within four weeks following the execution of the Agreement. Subsequent instalments, namely the second and third, were to be advanced within two weeks following the receipt of a financial report, while the final disbursement of 5% was contingent upon the submission of the final project report and the conclusive audited expenditure statement.

182. In terms of procurement, UNEP's approval was requisite for any items not encompassed in the procurement plan and exceeding USD 2,500. The EA was obligated to apprise UNEP in writing of any substantial changes in co-financing. Furthermore, the EA was to inform UNEP of any anticipated budgetary variations on an annual basis. The EA was also mandated to maintain separate, precise, and current records and documents pertaining to all expenditures in accordance with the stipulations of the project document—all records were to be preserved for a period of three years; quarterly expenditure reports accompanied by explanatory notes were to be submitted. The audit requirements, specified under sections 36-38, did not elaborate on specifics but clearly articulated fundamental auditing principles.

183. The first disbursement was done on 5 November 2021 (USD210,000). The second disbursement was done on 21 November 2022 (USD195,000), responding to the cash advance statement request dated 2 November 2022. The third disbursement was done on 10 July 2023 (USD215,000), responding to cash advance statement request signed on 1 June 2023. The fourth disbursement was done on 13 February 2024 (USD 318,000), responding to the cash advance statement request dated 30 January 2024. All were generally within timeframe of PCA with minor exceptions but not significant. The EA was pleased and relayed that there were never any delays that resulted in pauses or limitations to project execution.

184. Overall, the project adhered to UNEP and GEF policies and procedures. There were some minor issues and resultant delays with the final two years of audits, but these were not significant issues and more logistical/procedural/communications-related (see paragraph 146 below).

185. The minor project revision went through the appropriate channels and procedures.

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

5.5.2 Completeness of Financial Information

186. Quarterly expenditure reports were availed to the evaluation as follows: Q4 2021, Q1-4 2022, Q1-4 2023, Q1-4 2024.

187. Co-finance letters were issued yearly and included 21/22, 22/23, 23/24 and for the final 6 months of 2024 (4 letters from treasury[40]), no co-financing expenditure was reported (although compliant with clause 34 (m) as they did not have to report expenditure). There was definitely more co-financing provided but not reported (e.g. EF Uni of Edinburgh for the forest to cropland, and the New Zealand Agriculture GHG Centre, as well as UNICEF, UNDP and UNEP supporting the climate bill consultations). The project final report shared that the following partners provided co-financing: Forestry Commission, Ministry of Agriculture, University of Edinburgh, New Zealand Agricultural Greenhouse Gas Research Centre, claiming that these provided resources in kind under the development of country specific emission factors through cofinancing of data collection for emission factor development including software, among others.

188. Audit certificates were issued and validated by UNEP for 2021 and 2022. The 2023 audit needed some comments to be addressed, the evaluator was told that despite the 2023 audit being conducted in the same way as the previous two audits, the IA requested changes to this audit that was not communicated prior nor were the same comments provided for the previous audits. Because the Auditor General conducts the audits, the comment and review process is more rigid. If the EA had received the specific requirements in advance of the AG conducting the audit, this delay may have been avoided. The 2023 and 2024 audits are both needing the same issues to be addressed. A meeting was held on 27 March 2025 with the IA, the Ministry and the Audit team to agree on the way forward and clarifications on the 2023 audit were made. The audit for 2024 is yet to commence and UNEP IA and the audit team agreed on timelines for when the audit should be finalised (within the timeframe of the PCA agreement).

189. All reporting, including cash advance reports, expenditure reports and co-financing letters, were made available to the evaluation. A final statement of accounts was shared with the evaluation during drafting of this report.

190. A disbursement of what the project understood was PPG left over funds but was actually (as told to the evaluator by the IA) a corrective measure (since out of the USD 35,000 the EA was supposed to receive, only USD 25,000 was received previously) was only delivered to the EA in February 2025. According to the expenditure reporting, as well as in project steering committee meeting minutes, PPG funds had been fully spent.[41] The UNEP IA disbursed USD 10,000 into the account of the EA as a result of this corrective measure (this was only disbursed in February after project closing). Given that the project has closed out the expenditure reporting, it is unlikely the project can spend this left over amount unless already committed. The evaluator would recommend that this amount be used for a close-out meeting and write shop for CBIT-2 if this falls within the appropriate limits of the GEF and UNEP policies. The evaluation was informed that no remaining funds could be used for a close-out meeting; although in this case, if this was a corrective measure then the amount should not be seen as "unspent" but rather as funds that belong to the EA.

191. There was one inventory report (repeated as necessary over the years) for one laptop and a printer for the PTC totalling USD 2,530.

[40] Some delays initially but were delivered.

[41] "PPG unspent funds (USD17,291) were used to develop CBIT project implementation roadmap printed, external review of the country's Biennial Update Report (BUR) report conducted (22 July 2022 PSC 2), the over expenditure of 77 USD from PPG left over funds will be taken from Output 1.2 because the BUR recs directly contribute to that output deliverables".

192. The project revision included a budget revision - and a routing slip along with the technical requirements, both of these were provided to the evaluation.

193. The financial tables can be found in Annex 6 and the financial management table can be found in Annex 7.

***Rating for Completeness of Financial Information**: Satisfactory*

5.5.3 Communication Between Finance and Project Management Staff

194. Overall, the evaluation found that there was good communication between the finance section at the IA and the PMU. The FMO was present throughout the project i.e. there was no turnover. The IA was in constant communication and gave good guidance on financial reporting and management. The two small issues: the detail provided for audit, and the late disbursement of the PPG funds was a result of miscommunication, and while not significant is worth learning from to avoid lengthy or delayed processes in the future (in the case of the audit) and avoid funding coming into the account after closing when the project cannot spend it (in the case of the PPG funds).

195. The Project Steering Committee was good in guiding the project and the PTC was good at presenting project budget expenditures regularly at PSC meetings (e.g. 16 Dec 24 8 PSC: financial expenditure under output 1.1. a total of USD 151,848 was utilized from the USD 152,343 budget allocated to this output, reflecting an impressive 99% utilization rate. The remaining USD 1,500 will be allocated towards the production of handover materials generated under the Greenhouse Gas Inventory Management Consultancy. Regarding financial expenditure for output 1.2, a total of USD 332,923 has been expended out of the USD 373,423 budget earmarked for this output, signifying an 89% utilization. The residual budget is earmarked for outstanding payments and activities pertinent to the output. For output 1.3, a total of USD 323,416 has been utilized out of the USD 345,500 budget, with the remaining balance committed to pending activities and payments.

Rating for Communication between Finance and Management Staff: Satisfactory

Rating for Financial Management: **Satisfactory**

5.6 Efficiency

196. The project was highly efficient for its ambition. This is a product of CCMD strategically harmonizing with projects and the PMU being strategic in finding partners (e.g. EFs partnership with limited funding, TWG).

197. Examples of adaptive management included e.g. the assigning of responsibilities of the CTCU to existing officers to ensure sustainability of the CTCU,[42] the establishment of the

[42] PSC 4 10 Jul 23: Jan to Jun 2023 - "scope of work for the establishment of the Climate Transparent and Compliance Unit (CTCU) was developed under the consultancy and the department has constituted the CTCU by assigning responsibilities to existing officers and will bring in other individuals from other departments and agencies - this will ensure sustainability when the project comes to an end in Dec 2024 and ensure their full integration into the UNFCCC reporting framework of Biennial Transparency Reports and National Communications. The project provides for a coordination consultant to coordinate the function of the CTCU - PMU reviewed this function and realised that the coordination is better executed by the CCMD Directorate as opposed to bringing in an external consultant given that the CTCU is already made up of personnel - reporting lines of the CTCU have already been defined with new responsibilities assigned and bringing an external consultant would not be necessary as the CCMD directorate can provide that coordination and leadership. So the CCMD Directorate assumes that function from the onset to ensure continuity and sustainability of the coordination function to beyond the life of the project - PSC recommended that the funds allocated to this coordination function be used to build technical and institutional capacity of the CTCU to engage with other relevant stakeholders in GHG inventories at management and climate transparency including providing tools and materials to strengthen the unit's operations"

Technical Working Group to undertake the work of the NDC tracking when no consultants were available, and the difficulty in securing an energy consultant to conduct the Emission Factor work resulting in the proposal to continue to strategically support the AFOLU sector teams to develop more emission factors.[43]

198. There were some minor delays of some activities, but strong adaptive management by the PMU meant that output delivery was not affected (e.g. the use of the TWG instead of consultants for Output 1.3). The project managed to complete in time despite the many activities in a short time frame, and some activities and deliverables needing adaptive and strategic management by the PMU (and the PSC oversight). This is a rare occurrence in GEF projects.

199. One Project Revision was done: the request letter was dated 14 September 2023 and was for a request for budget and workplan revision to accommodate delays in implementation, some revisions were made in the budget (revision 1) and workplan (revision 1), the technical completion date remained the same. The project revision sheet gave the reason for revision: rephase project activities due to delays in recruitment of consultants/experts; minor re-allocation of funds across budget lines, re-phase of unspent funds from years 2021 and 2022 to years 2023 Q3, 4 and 2024. The revision was approved and signed by UNEP on 2 October 2023.

200. Any minor revisions to the workplan were also usually discussed in the PSC first (e.g. PSC 2 22 Jul 2023: "PTC indicated a revision of workplan 2022 need to align with CBIT roadmap and other ongoing initiatives, three planned activities to be included in 2022 workplan - 1.2.2, 1.2.6, 1.2.7; Output 1.3 - activity 1.3.3 will be included as well as 1.3.8".)

201. Overall, the PSC was an excellent platform to hear any challenges the PMU had and to support PTC proposals and guide the project effectively toward results attainment. The PSC performed exactly as it was supposed to and could be used as a best practice example (see further below under Project Performance).

Rating for Efficiency: Highly Satisfactory

5.7 Monitoring and Reporting

5.7.1 Monitoring Design and Budgeting

202. Outcome level indicators were sufficiently SMART and were appropriate in measuring the project results attainment.

203. Section 9 of the Project Document (CEO ER, 2021) covered the plan for Monitoring and Evaluation, and a detailed costed plan was provided in the Project Document's Annex J. This was also fully integrated into the overall budget.

204. In this plan, the Project Steering Committee (PSC) was to receive periodic reports on progress and make recommendations to UNEP concerning the need to revise any aspects of the Results Framework or M&E Plan. Project oversight to ensure the project meets UNEP and

[43] At 6th PSC (2 Feb 2024) discussed: Third and final year of implementation; Energy Emission factor consultancy recruitment - given the challenges in securing a partner to undertake the task and budget limitation the project is proposing to strategically continue with support to the AFOLU sector teams to develop more emission factors (at least 10 instead of 2 previously planned) including forest lands as part of the land converted to cropland set of emission factors. This is because data sets and expertise required is almost available and few additional activities will be required to fulfil this also given the limited budget we have for emission factors. NDC Technical Working Group - was constituted and has already started working on the assignment - chair took time to highlight how important this was as country pledged to reduce emissions by 40% by 2030

GEF policies and procedures was the responsibility of the UNEP Task Manager, as was their duty to review the quality of draft outputs, provide feedback and establish peer review procedures. In fact, the PTC of the PMU performed the reviews adequately, given their technical expertise, and as a result was very able to conduct technical backstopping and presented findings and challenges (when these arose) during the PSC meetings.

205. The plan entailed taking an adaptive management approach. Project risks and assumptions were to be assessed with the PSC at regular intervals.

206. Bi-annual technical progress reports were planned, as well as PIRs (to reduce duplication of efforts, PIRs would substitute the bi-annual progress reports of timelines for reporting overlapped, as laid out in the plan and the PCA). As a Medium-Sized Project, the project was not beholden to conduct a Mid-Term Review unless deemed necessary by the Task Manager. An independent Terminal Evaluation was planned at design to be completed within the final six months of project completion.

207. Overall, the M&E plan was appropriately costed and technically outlined at design.

Rating for Monitoring Design and Budgeting: <u>Satisfactory</u>

5.7.2 Monitoring of Project Implementation

208. The project implemented the monitoring plan as scheduled. The project used its governance structure appropriately and the IA and PSC oversight functions worked correctly; the PMU used adaptive management when necessary and used the PSC to approve any changes.

209. Communication was regular between UNEP IA and the EA, and PSC meetings were held regularly.

210. The results framework was implemented, PIRs measured progress between 2022 and 2024 and were generally descriptive and realistic in their self-monitoring.

Rating for Monitoring of Project Implementation: <u>Satisfactory</u>

5.7.3 Project Reporting

211. The project officially started in September 2021, but the PMU was only instituted and the Inception Meeting was only held in the beginning of 2022, so progress reporting was only started in January 2022. Half yearly progress reporting (bi-annual) was shared with the evaluator as follows: one in 2022 (1 Jan to 30 June 2022) then second of 2022 (1 July 22 to 31 dec 2022), second half year of 2023 (1 July 2023 - 31 Dec 2023). A PIR was done for 2023 (1 July 2022 to 30 June 2023), a PIR was done for 2024 (1 July 2023 to 30 June 2024), the final PIR was done for “2025”/final PIR (1 July 2024 to 31 December 2024). A Final Project Report was delivered in February and covered 24 Sep 21 - 31 Dec 2024.

212. Steering Committee Meeting minutes were made available, these included regular reporting, well-articulated and thorough, minutes were circulated and then approved at next meeting every time. Eight meetings were held in total: first one on 25 Feb 22, second 22 July 22, third 8 Dec 2022, fourth 10 July 23, fifth 20 Oct 2023, sixth 2 Feb 24, seventh 5 July 24, eight and last 6 Dec 24.

213. The evaluation was informed by several consultants that the PMU provided good technical backstopping of consultancy reports and deliverables with a strong commenting and review process.

Rating for Project Reporting: Satisfactory

Rating for Monitoring and Reporting:	Satisfactory

5.8 Sustainability

5.8.1 Socio-political Sustainability

214. The Climate Bill seems to be concrete with appropriate political backing, but many (operational) aspects depend on the bill being passed. The Bill has been endorsed by cabinet and is currently under-waiting parliamentary consultations and finalisation process (May 2025). The fast-tracking of the Bill is reflective of strong political will.

215. The political will is strong, particularly in terms of ZICMA, and will spill over into CTCU. The CCMD has grown in recent years and is testament to leadership and ownership by the CCMD CD as well as MECW.

216. The new leadership of MECW has also shown a keen interest in climate change and has shown strong support to the CCMD.

217. Other government departments such as the Ministry of Finance and Economic Development, the Ministry of Women Affairs, the Ministry of Lands and Agriculture, the Ministry of Industry and Commerce, the Ministry of Energy and Power Development, among others have also all shown keen interest, commitment and evidenced follow-up in the individual roles as climate focal points.

Rating for Socio-political Sustainability: Likely

5.8.2 Financial Sustainability

218. The project team was very flexible in seeking partnerships with other projects (e.g. the ICAT project, the partnership with the University of Edinburgh, etc) in order to streamline projects and minimize spending. It seems this is a strategic practice of the CCMD and is probably one of the reasons the CCMD is able to achieve quite a lot within limited budgets and human resources. Together with partnerships and stakeholder engagements, the efficiency and efficacy of projects are strengthened even more.

219. However, the reality is that funding is limited in terms of the Government coffers, and even when the Bill is passed, it is uncertain whether Treasury would be able to fully fund the required positions necessary (of course, this is a question of prioritisation - ZICMA, for instance, seems to be fast-tracked, although this is arguably an income earner).

220. That said, institutionally speaking, and in-kind, efforts are really being set forth to institutionalise the CTCU and operationalise other aspects of the institutional arrangements. The Climate Bill in this regard will really provide a strong backing both for internal as well as donor funding sources.

221. The CCMD is a relatively small department of extremely capable, hard-working and highly capacitated people guided by seemingly strong leadership. These qualities are essential for success of project results and sustainability - ownership and championship of results is strong.

222. A second phase would go a long way to supporting the causal pathways toward impact, particularly in a limited budget situation that Zimbabwe is in.

Rating for Financial Sustainability: Moderately Likely.

5.8.3 Institutional Sustainability

223. The issue of institutional sustainability was discussed at the last PSC meeting (16 December 2024) during a discussion about how outputs can be sustained and what elements and further action is needed. Here, the discussion included the need for the operationalisation and continued awareness raising on the Institutional Arrangements that had been developed. It also included that the CTCU needed to be fully complemented with staff and capacitated to be made fully function. Lastly, the need for the engagement and training of data providers on the type of GHG data required for climate change reporting was discussed.

224. The NC6/BTR2 was going to ensure that work from the CBIT project remains sustainable with the use of the GHGIMS and interaction with data providers. The operationalisation of institutional arrangements and legal framework and capacitation of the CTCU are other critical elements of sustainability of the CBIT project.

225. Some examples show the strengthening of institutions and that certainly much of this has been sustained, particularly through the Forestry Commission, Livestock Department, Ministry of Energy and Power Development, Ministry of Finance and Economic Development, all of which are fully engaged in supporting climate reporting. The University of Zimbabwe's Environment, Climate and Sustainable Development Institute are looking to become a "centre of excellence' in this area. All of these institutions are actively involved and have applied what they have learned through CBIT.

226. As mentioned to an extent above, the CTCU operationalisation hinges on the enactment of the Climate Bill, but also on whether the Public Service Commission approves the posts requested by CCMD and Treasury has the funds to pay these posts. See paragraph 93 for more details on this.

Rating for Institutional Sustainability: Likely

Rating for Sustainability (Likelihood):	**Moderately Likely**

5.9 Factors Affecting Performance and Cross-Cutting Issues

5.9.1 Preparation and Readiness

227. The project had a relatively strong design, where it addressed gaps that CCMD detailed and the project was set up for good ownership.

228. The project started in September 2021, but the PMU only came on board around the time of the Inception Workshop in February 2022. The period from September to December 2021 marked the initial phase following the formal approval of the CBIT Project. During those first few months, efforts were primarily focused on foundational activities required to operationalise the project, namely:

i. Initiating the recruitment process for key projects staff, namely the PTC and the PA, a process which involved several administrative steps,
ii. Facilitating the transfer of UNEP funds to support project activities,
iii. Setting up critical governance structures, including the PSC,

iv. Engaging with the national treasury and other stakeholders to secure necessary co-financing and institutional support.

229. While there was no formal progress report for this preparatory period, the evaluator was told these activities were crucial in laying the groundwork for effective implementation for starting the project in early 2022.44

230. The Inception Workshop was held on 7 February 2022 where UNEP gave a presentation on its role and background to CBIT, and the EA gave a good overview of the current situation in Zimbabwe regarding other projects given by CCMD. At the time the PTC had just come on board so the then focal person of CCMD spoke about the CBIT project and project execution arrangements, outlined key stakeholders to be involved - covered issues raised. The Inception Meeting did not speak about or get consensus on the project design, one hour was given to present the overview of the CBIT including outputs and budget overview - then 15 mins for discussion was given, which the evaluator opines is too short especially given that there had been PRC comments on the results framework. 45 The Inception Workshop did cover PSC stakeholders; the Universities were to be included be represented by the Ministry of Higher and Tertiary Education.

231. The first PSC meeting was held a few weeks later, on 22 February 2022.

232. Once the project got going with a well-positioned and technically strong PTC, it was well prepared for execution.

Rating for Preparation and Readiness: Satisfactory

5.9.2 Quality of Project Management and Supervision

5.9.2.1 UNEP/Implementing Agency:

233. The Implementing Agency (IA) was actively involved and performed its role as outlined in the Project Document and PCA. The Implementing Agency (IA) was actively involved and performed its role as outlined in the Project Document and PCA. Three in person visits took place by the Programme Assistant, the Inception Meeting was attended by the Task Manager in an online capacity (here the Task Manager gave a presentation). Overall, there were clear communications between IA and EA, and the evaluation was told that the PMU felt they had an open line of communication if any questions or support needs arose.

234. The disbursement of resources were commendable and there was never an incident where the project could not implement activities due to delays. The IA and EA had a strong working relationship, and the evaluator was informed by both parties that the workflow was smooth with regular communications, including a strong commenting process on PIRs and other progress reporting (financial and technical).

235. UNEP (either the TM or the PA) were always present at Steering Committee meetings and gave input when needed.

[44] Email communication with CCMD, 9 April 2025.
[45] Evaluator opines this could have been an opportunity missed discussing the design thing picked up by the PRC - the results framework: while the evaluator rated the overall results framework quite high, the evaluator will investigate whether the stated outcome and output level results held up as this was something the UNEP Project Review Committee (PRC) brought up and made suggestions on. However, these recommendations were not taken up at inception as recommended by the PRC. Most notably, the PRC proposed three outcomes (institutional reform; improved tracking through GHG inventories, MRV; improved capacity). The evaluator does not believe that the project results attainment was affected due to this recommendation not being taken up but will have to look into this further during the evaluation.

236. Overall, the IA performed a good mix of oversight while allowing country to lead and conduct adaptive management.

237. The EA relayed that they would like to continue working with UNEP as an IA.

238. UNEP supervision is rated as Highly Satisfactory.

5.9.2.2 Partners/Executing Agency:

239. The project had a strong PMU with adaptive, flexible management qualities and a strong technical background.

240. The CBIT Zimbabwe Project was a really well managed project, and some project stakeholders reflected on how it was a good example of what effective project management should look like. There was a good blend of consultants (both local and international) which gave room for capacitation and reducing the over-reliance on a few experts.

241. The evaluation found, through many interviews, that much of the project success was a result of a strong PTC who had very good understanding of what was required and was able to explain components of the project in such a way that stakeholders felt they could easily understand the importance of the project, and even at the TWG, were incentivised to support, even on voluntary basis. Overall, the PTC explained everyone's role clearly and engaged stakeholders exceptionally well.

242. The EA using existing staff and having other staff support for the set-up of the CTCU shows commitment to sustain results.

243. There was an overall strong partnership and ownership among partners, and the TWG is a prime example of this.

244. The PA had an accounting background with strong administrative skills and shared appreciation of having been capacitated in a new area. The background of this person formed a strong supplement to the PMU, with the responsibility of coordinating meetings, transport facilities, ensuring stakeholders were financially reimbursed when needed, initiated payments to consultants, assisted in the recruitment of consultations, record keeping, minute taking for PCS meetings and project management meetings. The budget was administered by the PA through a project bank account administered at the Ministry of Finance.

245. Partner/Execution Agency is rated as Highly Satisfactory.

Rating for Quality of Project Management and Supervision: Highly Satisfactory

5.9.3 Stakeholders Participation and Cooperation

246. Overall, stakeholder participation and cooperation was excellent in this project.

247. The coming together of experts under the TWG for the NDC tracking really ensured ownership of results. The support from various other UN agencies to support the consultations around the Climate Bill was also a good example of strong partnership. The strategic use of partners to counteract a budget limitation under the EFs resulted in 23 EFs being conducted under AFOLU.46

[46] Of course, the project could not secure partners for the energy EF: SC 5 20 Oct 23: Energy Emission Factor Development - project could not secure partnerships for development of energy EF and was not scouting for consultants. This is not for lack of trying.

248. Strong foundational work laid by ICAT which ended around the time CBIT began allowed CBIT to build on those interventions started by ICAT. The ICAT project looked at reporting aspects and arrangements for mitigation specifically, in drafting CBIT some of these aspects were integrated into CBIT related to data templates and mitigation scenarios to ensure a smooth transition. ICAT 2 will be focusing on transparency of M&E adaptation, and piloting in 4 districts.

249. In terms of the carbon markets, there is parallel work on carbon credit accreditation (making Zimbabwe Article 6 compliant), which is part of the BTR. By the time BTR2 comes around, there will be something to show. This work is in parallel but complementary with what came from CBIT. Alignment was done well given that projects were run by the same department (CCMD), there is a strategic overview to harmonise all projects and remove duplication, ensuring complementarity.47

250. As already stated, the championship and commitment from active institutions also showed strong partnerships (e.g. Forestry Commission, Ministry of Finance, Ministry of Women's Affairs, University of Zimbabwe). The project had strong stakeholder engagement outlined in its design and implemented it well.

251. The PIRs 2023, 2024 and 2025 outlined its stakeholder engagement and implementation processes well, also including all stakeholders engaged through various project activities (capacity building and consultative meetings, workshops, sessions, co-development work), managing to engage more than 50 institutions.

252. Through the Climate Bill, the provincial consultation meetings also engaged up to 300 people, balancing interests.

253. While private industry was very much engaged, particularly in the capacity and awareness interventions of the project, most project stakeholders claimed that more needs to be done to enhance private industry participation (one proposal was to organise one-day workshops for industry clusters specifically and the development of templates for industry players).

Rating for Stakeholders Participation and Cooperation: <u>Highly Satisfactory</u>

5.9.4 Responsiveness to Human Rights and Gender Equality

254. The project did a detailed gender analysis at project design where it recognised gaps and tried to address these through the project; Table 6 in the Project Document (CEO ER, 2021) outlined the Gender Action Plan of the project.

255. The climate (reporting) thematic area in Zimbabwe is male-dominated. The project tried to build the capacity of young upcoming women professionals, through consultancy consortiums and most notably through the TWG. Out of 12 TWG members, five were women; these women were upcoming young professionals, some of which are now permanently working in this field as a result.

256. Training outcomes of the project illustrated, through the TE survey results (of which 42% were women respondents), that there was a strong understanding of the importance of

[47] Ensured complementarity - e.g. there would be similar activities between NC5 and CBIT in some cases - CCMD would see how the two could be combined to expand the expertise base - audience base - outreach base - expansion - sit down and agree how the project would complement each other - e.g. there were elements of EF development process managed to get a few resources NZ - or like with forestry - what could be complemented by CBIT - data collection - ensuring that requisite capacity strengthened; Members form various projects sat in the various project steering committees - highlight and link it with own activity

tracking the NDCs, the engagement of the OTP and the GHGIMS, as well as an overall commitment to contributing to climate reporting in Zimbabwe.

257. The project also had a strong representation of senior-level women on the Project Steering Committee. While the representative number was low (5 out of 14), these were highly active PSC members.

258. The project involved the Ministry of Women's Affairs at the onset to assign a gender focal point making sure gender is included strategically throughout the project. The PSC meetings also addressed raised gender and addressed gender concerns and made sure to hold the project accountable to its gender action plan.48

259. While the project made participants declare gender, age, disability status, the evaluator wonders whether care needs to be taken to not make these declarations mandatory. This is the evaluator's opinion, and given that GEF mandates projects to disaggregate beneficiaries by sex, there is likely little that can be done regarding this.

260. The PIRs outlined in detailed gender disaggregation of all meetings and workshops (as an example, the PIR 2024 outlined 28 workshops and meetings in which 759 stakeholders were engaged of which 38% were women).

261. The Climate Bill integrated gender (based on UNICEF support), with two of the eight clauses focusing on climate and gender mainstreaming and putting a strong emphasis on gender inclusivity including people with disabilities and other disadvantaged people. The public consultative process had strong representation of NGOs and government departments pushing gender considerations to ensure that the climate change bill caters for these special groups. Youth groups were also encouraged and fully participated.

262. On the technical front the project made an effort to have fair participation and deliberate inclusion of women in the GHG technical space through participation in technical meetings and various capacity building activities under the CBIT project as detailed below.

Rating for Responsiveness to Human Rights and Gender Equality: Satisfactory

5.9.5 Environmental and Social Safeguards

263. UNEP Environmental, Social and Economic Review Note (ESERN) was outlined in the project design, which included the screening checklist for safeguards. All of the human rights checklists regarding this safeguard standards were recorded as not being impacted.

264. This project was on reporting and not generally an intrusive project. It was supportive of environmental goals and ensuring mitigation and adaptation.

[48] e.g. PSC Meeting 1, 25 Feb 2022: Question 1: What is the gender and minority group's equity within the project activities and deliverables? Response: The Project document and activities provides for mainstreaming gender and youth at various stages of the project and the deliverables clearly indicate the proportion of women targeted for capacity building. It was also important to note that CBIT was not working in isolation but with other projects which are already working on the issues of gender, youths, women and vulnerable groups. The Ministry of Women Affairs was already on board with the gender action plan in place and it's also up to PSC member ministries and organization to assist in these important gender aspects as the project evolves; PSC 7 5 July 2024 - Gender mainstreaming: There is a stand-alone principle on gender mainstreaming which will ensure that all issues of gender are included and well-articulated. The Gender Commission and Ministry of Women Affairs, Community, Small and Medium Enterprises and a no of NGOs with interest in Gender and Disability issues are participating in the consultation process and ensuring that all the sub-nation level structures are involved.

265. The project was low to no risk in terms of environmental impacts. The project also contributes to longer-term environmental and social stability by enhancing the reporting and thus decrease of climate disruptions that would have an otherwise negative and lasting effect on all living systems.

266. The project included gender-responsive measures to promote gender equality, as already discussed in sections above, mainly through improving women's participation and decision-making capacities.

Rating for Environmental and Social Safeguards: Satisfactory

5.9.6 Country Ownership and Driven-ness

267. As already outlined in previous parts of this report, the project had and has strong political backing. The Climate Bill will ensure more ownership from various partners.

268. The CCMD has grown in its portfolio and staffing despite challenges in funding, and is a made up of a highly functional and driven team and strong leadership. The department is also strategic in its work with strong technical capacity.

269. The evaluation found that there is a strong ownership of project deliverables. Partnerships fostered through the project have also ensured more ownership and drivenness of project results in the country. It was found during the project that the more awareness and engagement, the stronger the ownership.

Rating for Country Ownership and Driven-ness: Highly Satisfactory

5.9.7 Communication and Public Awareness

270. PIRs outlined well the communications and public awareness as well as the knowledge management of the project. In addition to meeting / workshop reports, technical training materials on GHG inventory and emission factor development, tools and templates have been developed and shared with relevant experts and stakeholders for future use. Key deliverables such as the validated institutional arrangements were shared with all the key stakeholders and were also shared on the OTP. The project also participated in the virtual platform on CBIT GSP Global support programme on sharing experiences on the architecture of the Institutional Arrangements and how it was developed. The project shared its key experiences and learning points at the regional learning workshop organised for Anglophone CBIT/UNEP countries in Victoria Falls in Zimbabwe. The meeting was attended by CBIT projects managers and finance personnel from South Africa, Zimbabwe, Malawi, Sierra Leone, CBIT GSP and UNEP. The Zimbabwe CBIT project shared valuable insights on the establishment and use of Technical Working Groups in various technical areas of transparency. Insights were also shared on the institutional arrangements for transparency among other technical issues. Opportunities for further capacity building activities were also identified through this exchange workshop. In addition to meeting / workshop reports, technical training materials on GHG inventory and emission factor development, tools and templates have been developed and shared with relevant experts and stakeholders for future use. Draft Technical reports and manuscripts for livestock enteric fermentation and land converted to cropland emission factors were produced for technical expert review and validation and for sharing. These EFs have the potential to the incorporated into the Global Emission factor database for use by other countries. Technical experts undertook an intensive capacity building on the country's GHG database system. aspects covered include the design of the Maria Db based database, data inputting, retrieval and querying and quality control and

assurance. Main learning during the period Major learning points over the period include technical capacity in emission factor development, database.

271. A lot of additional awareness was created also through the public consultations of the Climate Bill.

Rating for Communication and Public Awareness: Highly Satisfactory

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

6 CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusions

272. The CBIT Zimbabwe Project was highly relevant to the country in that it directly addressed the gaps the CCMD was facing in complying with Article 13 of the Paris Agreement and built strategically on foundations laid by other interventions and projects.

273. The conclusion statements below are framed under the four strategic questions.

- 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?

274. The project greatly enhanced the capacity of project stakeholders through a number of training workshops, particularly in GHG inventories and the GHGIMS and OTP, the NDC tracking, climate finance, and mitigations projections, as well as turning climate science into effective decision-making. These stakeholders are effectively making use of the tools and platforms created through the project. The Climate Bill is a powerful contributor, and through partners' support, CBIT managed to add value to this process. It is obvious that the project has catalysed an enormous amount of progress in the country toward the ETF. It achieved its ambition as far as was realistic given the timeframe.

275. The project delivered excellently on its project outputs and deliverables despite facing some challenges in securing consultancies where capacity was limited in-country and international capacity was expensive and would have decreased potential sustainability of results. The Project Management Unit and the EA, guided by the PSC, proposed flexible and appropriate solutions, and in some cases, like the TWG, highly effective ones that increased country capacity and the pool of experts while building a mutually beneficially and supportive network of professionals in climate reporting.

276. Despite the excellent output delivery, some assumptions around operationalisation of institutional arrangements did not hold had some impact on the outcome achievement (most notably the operationalisation of the CTCU). While the project certainly increased access and strengthened institutions, a lot of the sustainability of project results hinges on the Climate Bill being enacted. The evaluation found that the probability of the Bill passing is high to certain, which will support strong move to impact achievement, especially if properly enforced - particularly the CTCU staffing as well as the data provision agreements. The CCMD has made strong efforts to operationalise the CTCU, specifically championing the importance of the CTCU at the leadership level at MECW as well as the formal request having been put into the Public Service Commission, but this is where the influence of CCMD ends and the prioritisation and budget availability at Treasury begins.

277. This said, the evaluation found a high level of confidence in project results attainment as well as move to impact through the TOC causal pathways due mostly to the high level of ownership and championship among CCMD and key partners such as the Forestry Commission, Department of Livestock, Ministry of Finance and Economic Development, Ministry of Energy and Power Development, among others already mentioned in the findings section of the Terminal Evaluation Report.

- In what ways, and to what extent, have the needs and interests of differentiated groups been considered in the implementation and monitoring of the project?

278. The needs and interests of differentiated groups, particularly women and youth, were considered in the implementation and monitoring of the project, particularly through the effective participation (to the level that the project had influence over) of young upcoming women in the field of climate reporting (most notably: in the capacity development, in the development of the climate bill, in the climate change focal points being women, and in the Technical Working Group, as well as the steering of the project through women and youth representation in the steering committee).

- What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance (since the project was designed during the pandemic, this includes planning at design)?

279. The project was fortunate in that it was implemented after COVID-19 and as a result was not affected by this or its possible aftermath impacts, most notably because it had a detailed and strong COVID-19 specific risk-mitigation analysis and management plan in its design.

- Did the project contribute to strengthening / improving transparency mechanisms of national institutions for domestic and UNFCCC reporting?

280. With regard to the Theory of Change, the project effectively contributed to the strengthening of transparency mechanisms of national institutions, and the improved access and use of climate data for improved decision-making. Based on the findings and the ambitions particularly with the CCMD and the level of political will, the country does seem set on a path towards ambitious NDC target-setting and investment in adaptation, with the hope of improving resilience and mitigation of climate change.

281. The key items that are needing attention, especially within the frame of what CCMD is able to achieve through public funding and on its own merit versus what is needed in terms of external support, are the following (a) institutional arrangements operationalisation within and external to government, (b) capacity development, specifically data provision and compilation (including the use of the GHGIMS and OTP). The CCMD is encouraged, as it already stated, to use these important elements built by the project for the development of the BTR2/NC6 which would be an excellent opportunity to put the tools and templates developed, as well as the GHGIMS and OTP, to the test through practical use.

282. The CBIT Zimbabwe Project was a high performing project with excellent, technically strong project management. The evaluation finds that the country would benefit highly and would make efficient and effective use of a CBIT Phase II based on the excellent project performance of this CBIT project.

283. The table below provides a summary of the ratings and finding discussed in Chapter 5. Overall, the project demonstrates a rating of **'Satisfactory'**.

Table 9. Summary of project findings and ratings[49]

Criterion	Summary assessment	Rating
Strategic Relevance		**HS**

49 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
1. Alignment to UNEP MTS, POW and Strategic Priorities	Not directly outlined in Project Document, but in checklist, addressing both MTS 2019-2021 and MTS 2022-2025 and their POWs. Also included in TOC.	**S**
2. Alignment to UNEP Donor/GEF/Partner strategic priorities	Strong alignment and detailed in Project Document CBIT and GEF-7 core indicators.	**HS**
3. Relevance to global, regional, sub-regional and national environmental priorities	Extensive section on alignment in Project Document, highly aligned to national priorities and directly addressing gaps.	**HS**
4. Complementarity with existing interventions/ Coherence	High complementarity, extensive descriptions and tables in Prodoc and demonstrated in implementation of project.	**HS**
Quality of Project Design	Project design strengths included strategic relevance, governance structures, TOC and project strategy overall; sustainability elements could have been stronger.	**S**
Nature of External Context	No significant external events that affected operating context.	**F**
Effectiveness		**S**
1. Availability of outputs	Outputs achieved and of high quality, especially given the number of deliverables, workshops, capacity building interventions delivered in the short time-frame.	**HS**
2. Achievement of project outcomes	Overall achieved with some challenges remaining, like limited capacity to recruit CTCU personnel.	**S**
3. Likelihood of impact	Country is moving towards better measurement of climate data and reporting and also attempting to be more ambitious in its NDC.	**L**
Financial Management		**S**
1. Adherence to UNEP's financial policies and procedures	Adhered to UNEP and GEF policies.	**S**
2. Completeness of project financial information	Expenditure reporting all there, co-financing letters (although more co-financing materialised than was reported on), audits pending for final two years but confirmed to be completed	**S**
3. Communication between finance and project management staff	Generally clear and regular communications.	**S**
Efficiency	Highly efficient give the project ambition, using partnerships and adaptive management. Strong use of PSC to guide project activities.	**HS**
Monitoring and Reporting		**S**
1. Monitoring design and budgeting	Appropriately costed and planned at design.	**S**
2. Monitoring of project implementation	Implemented as planned.	**S**
3. Project reporting	Project reports in order.	**S**
Sustainability		**ML**
1. Socio-political sustainability	Strong political will and overall ownership of project.	**L**
2. Financial sustainability	Some financial aspects related to project results depend on limited public funding.	**ML**
3. Institutional sustainability	Strong institutional arrangements in place, institutional strengthening has ensured sustainability, a lot hinges on Climate Bill enactment.	**L**
Factors Affecting Performance		**HS**

Criterion	Summary assessment	Rating
1. Preparation and readiness	Generally, well prepared and good foundational work to get project going.	**S**
2. Quality of project management and supervision		**HS**
2.1 UNEP/Implementing Agency:	*UNEP performed its role excellently and as outlined in Prodoc and PCA*	***HS***
2.2 Partners/Executing Agency:	*Excellent project management, ownership by EA and partnerships*	***HS***
3. Stakeholders' participation and cooperation	Strong stakeholder engagement processes, strong ownership by stakeholders	**HS**
4. Responsiveness to human rights and gender equality	Gender inclusion was a high priority in this project	**S**
5. Environmental and social safeguards	Design included a screening note, project was not deemed risky in terms of safeguards	**S**
6. Country ownership and driven-ness	High level of ownership among CCMD, MECW and partners	**HS**
7. Communication and public awareness	Strong efforts on awareness and outreach through strategic stakeholder engagement	**HS**
Overall Project Performance Rating	**The project overall was a strong performer and has aspects which could be used as best practices.**	**S**

6.2 Lessons learned

Lesson Learned #1:	**Strong leadership and technical background and soft skills (social, communications) has a strong influence on project success.**
Context/comment:	The project was a high performer because (a) the EA set it up through a strong design and the initial stages of implementation, and (b) the project management team, while small, was highly effective. Many stakeholders relayed that the engagement through the PTC supported their understanding of the importance of what the project was trying to do and as a result became champions themselves. The ingredients that make up a strong management background of the project, specifically technical capacity and stakeholder engagement skills (building relationships) and adaptive management skills, is an important contributor to successful project delivery. The effectiveness of project results linked to technical aptitude and leadership of the project manager might be an important factor to consider particularly in future CBIT projects.

Lesson Learned #2:	**The power of partnerships can support project delivery even when the project faces underbudgeting issues.**
Context/comment:	In the context of the EFs (which the project learned were underbudgeted given the extent of what was needed) as well as the NDC tracking (an international consultant would have cost more than the budget available), partnerships and engaged stakeholders resulted in the achievement (although slight adaptation) of outputs. The factors of strong project management as well as a robust analysis of stakeholders

	and the strength of their engagement and understanding of the importance of project success are key to this power of partnerships supporting project delivery.

Lesson Learned #3:	**The more (quality!) awareness and engagement is done, the more ownership and championship there is from stakeholders**
Context/comment:	The level of championship of partners and stakeholders (to an extent) was correlated with the level of engagement by the project, how the engagement was done (linked to lesson #1) was also important. This is an important aspect to consider in all UNEP projects - how can quality and level of engagement be improved in project design? This would include strong stakeholder analyses and capacities gaps analysis, including their spheres of influence.

6.3 Recommendations

Recommendation #1:	Develop an evaluation report on the status of the Climate Transparency and Compliance Unit (CTCU)
Challenge/problem to be addressed by the recommendation:	The project final report stated that an evaluation report on the status of the CTCU would be submitted by April 2025. Given the challenges CCMD is facing in operationalising the CTCU, but also the efforts it has made through seconding staff and officially requesting new staff, it would benefit both the IA and the EA to evaluate the status of the CTCU and outline and delineate where the risks lie and where support might be needed. This should include the maintenance of the GHGIMS and the OTP.
Priority Level:	High
Type of Recommendation	Partners
Responsibility:	EA/CCMD
Proposed implementation time-frame:	June 2025

Recommendation #2:	Implement the use of CBIT tools in the development of the BTR2/NC5
Challenge/problem to be addressed by the recommendation:	The GHGIMS and OTP, as well as tools and templates need to be fully put to the test. In addition, learning by doing is the most powerful way to capacitate the team and stakeholders in climate reporting (transparently). The BTR1 team did not use the tools because they were strapped for time and reverted to what was comfortable. The team is more prepared now and the inception meeting for the BTR2 has already taken place. While the evaluator has already been informed that this will be done, it is important to highlight this as a recommendation given the findings of the evaluation.
Priority Level:	High
Type of Recommendation	Partners
Responsibility:	EA/BTR2 team at CCMD

Proposed implementation time-frame:	12 months

Recommendation #3:	Write up TWG process for NDC tracking as a lesson learnt/case study for possible replication, particularly focusing on how gender and youth through this model can be empowered
Challenge/problem to be addressed by the recommendation:	This is a best practice case study that would benefit both Zimbabwe and other countries implementing similar projects and wanting build capacity and ownership at the same time, as well as strengthen networks. It was also an important process to lift those young women experts in the field through access to networks and leadership opportunities.
Priority Level:	Medium
Type of Recommendation	Partners
Responsibility:	CCMD
Proposed implementation time-frame:	12 months

Recommendation #4:	In case of future GEF projects in Zimbabwe, give clear advance notice on requirements for audits and other UNEP reporting procedures
Challenge/problem to be addressed by the recommendation:	In the case of Zimbabwe, where the Auditor General process works if specifics are shared in advance and addressing comments is limited, UNEP should provide advance and specific requirement list for audits when working with Zimbabwe
Priority Level:	Low
Type of Recommendation	Project-level
Responsibility:	UNEP CCM Unit/CC Division
Proposed implementation time-frame:	12 months

Recommendation #5:	Conduct a write -shop for concept for CBIT Phase 2
Challenge/problem to be addressed by the recommendation:	Zimbabwe is well-placed to apply for CBIT Phase 2 funding, and already has strategically outlined, through the project, priority areas to focus and/or elaborate on. The build on the momentum, it is important to host a meeting as soon as possible to co-develop a concept for CBIT-2 . Due to GEF-8 cycle “set aside” funds being nearly exhausted, it would be a preferred option to create a concept for the GEF-9 replenishment cycle.
Priority Level:	High
Type of Recommendation	Project-level
Responsibility:	EA and IA
Proposed implementation time-frame:	6 months (this may be extended - GEF-9 cycle starts in July 2026)

ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS

Response to stakeholder comments received but not (fully) accepted by the evaluator(s), where appropriate

Page Ref	Stakeholder comment	Evaluator(s) Response	UNEP Evaluation Office Response
	Xxx	Xxx	

ANNEX II. EVALUATION FRAMEWORK/MATRIX

Note: Questions highlighted in orange are strategic higher-level questions as **per Section II in this Terminal Evaluation Report**, questions in green are GEF-portal questions.

Main Evaluation Criteria / Questions	Evaluation Indicators	Means of Verification
Criterion A: Strategic Relevance		
A.1. Alignment to MTS and POW		
1. Were the project objectives and outcomes consistent with UNEP's Medium-Term Strategy, its Sub-programmes and Expected Accomplishments, as well as the PoWs, specifically MTS 2019-2021 and POW 2022? What were the linkages (indicators?)?	Fit to UNEP mandate – qualitative Alignment and continuation to MTS and PoWs – qualitative	Comparison of CEO ER and annual reports with UNEP MTS and PoWs, PIRs, interview with Task Manager
2. What was the level of alignment to the Bali Strategic Plan and south-south cooperation?	Fit to Bali Strategic Plan	Comparison with documents
A.2. Alignment to GEF Priorities and other donors		
3. What was the level of alignment to the GEF CBIT FA strategy, especially with regard to capacity development?	Level of alignment GEF	Comparison of CEO ER and annual reports
A.3. Relevance to global, regional, sub-regional and national environmental priorities		
4. Did the project respond to the relevant SDG(s) and in terms of direct contributions to targets (most notably SDG 13 and target 13.2)? How were these measured?	Descriptive input on match, evidence of stakeholders' participation and cooperation; ownership	Interviews, review of key related country policies
5. What was the level of alignment to the regional (SADC) and national policy on climate change and development?	Level of alignment to SADC and national climate change policy	Review of policies, review of project design documentation and review of implementation records (PIRs)
6. In what ways, and to what extent, have the needs and interests of differentiated groups in terms of those relevant and responsible to (and affected by) climate tracking been considered in the implementation and monitoring of the project?	Level of needs met based on training outcomes	Interviews with training beneficiaries
A.4. Complementarity with existing interventions		
7. To what extent did the project take into account and collaborate with ongoing projects identified in the CEO ER (as outlined in Tables 2 and 3 in CEO ER)?	Evidence of synergies, collaboration	Review of CEO ER, interviews with development partners + PMU
8. Were cross cutting issues including human rights and gender equality adequately considered in project design and implementation?	Qualitative Level of gender inclusion in results framework (indicators)	CEO ER, interviews / questionnaires with country level and other internal/ extremal stakeholders, project products

Main Evaluation Criteria / Questions	Evaluation Indicators	Means of Verification
9. How well did the project improve on any lessons learnt from previous (or ongoing) CBIT projects?	Qualitative	Interviews with project partners, project implementation documentation
Criterion B. Quality of Project Design	See quality of design matrix attached – Annex 2	
Criterion C. Nature of External Context		
10. Did the political, environmental, social or institutional context change during the project implementation and how did the project adapt to this?	Descriptive; potential to measure effect in months of delay	Interviews with key project partners
Criterion D. Effectiveness		
D1. Availability of Outputs		
11. Was the project successful in producing its four programmed outputs and milestones as per the logical framework, as well as its usefulness and timeliness?	Logframe indicators	PIMs, annual reporting, final project report, as well as interview with project leaders and partners
12. What were the reasons behind any failures/successes of the project in producing its different outputs?	Consider preparation and readiness; quality of project management and supervision, external context	Interviews with all project partners involved in implementation
13. Were stakeholders appropriately involved in producing programmed outputs?	Stakeholder participation and cooperation	Interviews with cross section of internal and external stakeholders
D2. Achievement of Project Outcome		
14. Are the relevant state and non-state actors making use of the tools and platforms created through the project, such as the online climate transparency portal and the GHG inventory database? If so, what are the key project elements that contributed to allowing them to do so? If not, what prevented them from doing so? (To be addressed under Effectiveness)?	Logframe indicators; use of M&E system	PIRs, interviews with key stakeholders and trained experts, project outputs, output verification, stakeholder interviews, PAN coverage
15. Did the project contribute to strengthening/improving transparency mechanisms of national institutions for domestic and UNFCCC reporting?	Logframe indicators; use of M&E system	PIRs, interviews with key stakeholders, project outputs, output verification, stakeholder interviews, PAN coverage
D3. Likelihood of impact		
16. What evidence is there to suggest that stakeholders can access and are using climate data for improved decision-making?	Level of access to climate data Institutional frameworks set up towards climate tracking Informed policy briefs	Interviews with selected trained experts, questionnaires, MoUs for data sharing, policy briefs and Climate Bill, institutional set up review
17. What evidence is there to suggest that Zimbabwe is on a path to set more ambitious NDC targets and motivated to implement low GHG emission development technologies and invest in adaptation?	Level of political will - political statements and policy	Interviews with selected trained experts (CCMD, FOLU and other relevant)

Main Evaluation Criteria / Questions	Evaluation Indicators	Means of Verification
18. To what extent is there evidence to suggest that there is ownership and championship around setting NDC targets toward climate neutrality and resilience?	Qualitative	Interviews with project staff, review of current list of experts and roles and responsibilities
E. Financial Management		
E.1. Adherence to UNEP's policies and procedures		
19. How did the financial reporting and management adhere to the policies and procedures of UNEP?	Descriptive with reference to norms as benchmarks	Interviews with Task Manager, FMO, Review of contracts /agreement Financial reports
20. Were audits done, and what were the results?	Audit reporting, management responses	Interview with Task Manager, FMO, documentation
E.2. Completeness of financial information		
21. Is financial information accurate, complete and up-to-date?	Level of documentation in order	FMO and partners - documentation
22. How has co-financing been reported - is this complete, accurate and up-to-date?	Completeness of information on co-financing	FMO interview and final co-financing report
E.3. Communication between financial and project management staff		
23. Were there any aspects of financial management that affected project performance?	Descriptive, with reference to timing	Interviews with Task Manager/FMO Interviews with Implementing Partners
F. Efficiency		
24. To what extent did the project build on existing institutions, lessons of other initiatives and ongoing projects (how well did the project align to the greater programmatic approach i.e. follow on from previous projects and existing government process)?	Descriptive	Background documentation, partner interviews
25. What have been the main reasons for delay/changes in implementation, if any? (just the delay in Output 1.4 was noted at inception - to be further verified)	Comparison of actual and planned deliverables timing	Interviews with Project implementers, Members of Steering Committee Review of documentation related to extensions
26. Were financial means sufficient to deliver planned project outputs? (check here issues highlighted in the design review)	Review of income and expenditure relative to original budget	Review of income and expenditure relative to original budget
27. Were available human resources (skills, number) sufficient to deliver planned project outputs in a timely manner? How did the SC contribute to steering the project efficiently and effectively?	Review of staffing arrangements relative to original plans and to actual requirements	Review of staffing arrangements relative to original plans and to actual requirements (check with UNEP and DFFE)
28. Was the governance structure of the project (PMU) the most efficient way to produce project results and enhance sustainability?	Review of staffing arrangements relative to original plans and to actual requirements	Review of staffing arrangements relative to original plans and to actual requirements (check with UNEP and DFFE)

Main Evaluation Criteria / Questions	Evaluation Indicators	Means of Verification
G. Monitoring and Reporting		
G.1. Monitoring Design and Budgeting		
29. Was the monitoring plan sound, does it track progress against SMART results appropriate to the outcomes and outputs, disaggregated by gender?	Availability of logframe, PIRs and quarterly reports, workplans, roles of oversight bodies	Availability of monitoring tools, interviews with Project Team
30. Were funds sufficient to cover the monitoring plan and TE (what kind of contingency was put in place at mid-term to track progress)?	Review of M&E plan and costing	M&E plan and implementation reporting review, interviews
3. Monitoring of Project Implementation		
31. Was the monitoring plan put into full operation, did it track the progress toward results in a timely fashion, was baseline data appropriately collected for adequate measuring?	Review of monitoring practice Review of oversight arrangements	Availability of monitoring results, project team interviews, Steering Committee
32. Was the monitoring budget used appropriately?	Level of budget use	Financial records, FMO interview
33. 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)	Retrospective identification of indicators	Interviews
G.3. Project reporting		
34. To what extent have UNEP reporting requirements been fulfilled - all reports as planned are there? (six-monthly progress reports, PIRs - complete?)	Comparison of actual reporting to requirements	Availability of reporting
H. Sustainability		
H.1. Socio-political sustainability		
35. Are there any social or political factors that may influence positively or negatively the sustenance of project results and progress towards impact?	Qualitative	Interviews with Steering Committee
36. What was the level of ownership by the executing partner (CCMD)?	Qualitative	Interviews with CCMDkey partners, Steering Committee, stakeholders
37. What was the level of ownership and level of championship among those trained and tasked with sustaining project results?	Qualitative	Questionnaire/survey, interviews with trained experts
H.2. Financial sustainability		
38. Assess the extent to which the project outcome is dependent on future funding to reach intermediate states and impact.	Level of financial dependence on running climate portal, GHG emission inventory and set up of Climate Transparency Unit	Interviews with CCMD
H.3. Institutional sustainability		

Main Evaluation Criteria / Questions	Evaluation Indicators	Means of Verification
39. Assess the extent to which the sustainability of the project outcome is dependent on institutional frameworks and governance.	Qualitative	Interviews with Steering Committee, other project partners
40. Has the capacity development and other project activities related to improved transparent reporting led to robust enough agreements, frameworks, platforms to continue delivering data-driven reporting?	Qualitative	Interviews with Steering Committee, other project partners
I. Factors Affecting Project Performance (x-cutting)		
I.1. Preparation and readiness (focuses on inception stage of project)		
41. Were appropriate measures taken to either address weaknesses in the project design or respond to changes that took place between project approval, securing of funds and project mobilisation?	Qualitative	Interview with Task Manager and/or project designers, if possible
42. What was 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?	Qualitative	Interview with Task Manager and/or project designers, if possible
I.2. Quality of Project Management and Supervision		
43. Was the performance appropriate per role of the implementing agency (technical backstopping, supervision)?	Qualitative	Interviews with TM, PC, and reviews of timely reporting and quality of reporting and comms
44. What the performance appropriate per role of the executing agency (project implementation)?	Qualitative	Interviews with TM, PC, and reviews of timely reporting and quality of reporting and comms
45. Was leadership and (adaptive) direction towards achieving planned outcomes sufficient in the project? (includes Steering Committee)	Qualitative, adaptation mechanism	Interviews with all project implementers
46. How well was the project management capacitated and positioned to produce effective results - how well did it engage the key stakeholders - how was the composition (appropriate)?	Qualitative	Review of project implementation docs, interviews with project partners
47. What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance (since the project was designed during the pandemic, this includes planning at design)?	Qualitative, adaptation mechanism	Interviews with all project implementers
48. What other adjustments were necessary - how well did the project adapt?	Qualitative, adaptation mechanism	Interviews with all project implementers

Main Evaluation Criteria / Questions	Evaluation Indicators	Means of Verification
I.3. Stakeholder Participation and Cooperation		
49. What has been the quality and effectiveness of all forms of communication and consultation with stakeholders throughout the project life and support given to maximise collaboration and coherence between various stakeholders (most notably in working together to produce reliable data)?	Participation and involvement, ownership, qualitative	Interviews with all project implementers
50. What were the progress, challenges and outcomes regarding engagement of stakeholders in the project, based on the description of the stakeholder engagement plan?	Level of engagement	CEO Endorsement Request, and project implementation documentation
I.4. Responsiveness to Human Rights and Gender Equity		
51. Were cross cutting issues including human rights and gender equality adequately considered in project design and implementation? What opportunities has the evaluation identified to improve the integration of gender and human rights considerations in CBIT?	Qualitative	Project implementation documentation, interviews with project team and partners
52. Has the project appropriately considered the uniqueness and rights of indigenous people? To what extent has the project applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People.	Qualitative	Project implementation documentation, interviews with project team and partners
53. What was the level of results-measurement in terms of gender disaggregation in the project?		
54. 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)	Level of gender response	Project implementation documentation
I.5. Environmental and social safeguards		
55. To what extent did the project adhere to the environmental and social safeguards laid out in UNEP policy?	Level of implementation	Project implementation documentation, interviews with project team and partners
56. How did the project minimise its environmental footprint?	Risk mitigation action	Risk table, PIR, mitigation, output delivery, interviews

Main Evaluation Criteria / Questions	Evaluation Indicators	Means of Verification
57. Did the ESG plan hold up, and how was it implemented? (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)	Level of implementation	Project implementation documentation, interviews with project team and partners
I.6. Country ownership and drivenness/championship		
58. What has been the quality and degree of engagement of government relevant agencies in owning and championing the project outcome?	Level of national leadership	Interviews with DFFE
59. What is the level of movement, due to level of ownership at country level, towards effective and transparent reporting and MRV?	Qualitative	Interviews with DFFE
I.7. Communication and Public Awareness		
60. What was the level of learning and sharing among project partners?	Qualitative	Interviews with project staff and partners
61. What public awareness activities took place, and how effective were they in supporting the realization (and further sustaining) of project results?	Level of events, event impact	Interviews with project staff and partners
62. 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)*	Level of knowledge management	Interviews with project staff, project documentation

ANNEX III. PEOPLE CONSULTED DURING THE EVALUATION

People consulted during the Evaluation

Organisation	Position	Role in the project	Gender
UNEP Mitigation Branch, Climate Change Division	Portfolio Manager, Head of Mitigation Unit	IA Portfolio Manager	M
UNEP GEF Climate Mitigation Unit, Mitigation Branch, Climate Change Division	Programme Officer	IA Task Manager	M
UNEP GEF Climate Mitigation Unit, Mitigation Branch, Climate Change Division	Programme Assistant	IA Support to Task Manager	F
UNEP GEF Climate Mitigation Unit, Mitigation Branch, Climate Change Division	Programme Assistant	IA Support to Task Manager	F
UNEP GEF Climate Mitigation Unit, Mitigation Branch, Climate Change Division	Administrative Officer	IA Financial Management Officer	F
CCMD	Director	EA Project Director	M
CCMD	Project Technical Coordinator	Project Technical Coordinator	M
CCMD	Project Administrator	Project Administrator	F
CCMD	Compliance Officer	EA Team	M
CCMD	NC Head	BTR Manager/CTCU	M
CCMD	Mitigation Technical Officer	CTCU	M
CCMD	DD Mitigation	EA Team	M
Forestry Commission	Forest and Inventory Mapping Officer	PSC Member + Project Partner	M
Ministry of Energy, Power and Development	Energy Development Officer	PSC Member + Project Partner	M
ZIMSTAT	Agriculture and Environment Branch Officer	PSC Member + Project Partner	F
Business Council for SD	Head of Business Cluster for IPPU	PSC Member + Project Partner	M
Ministry of Transport and Infrastructure		Project Partner (training and TWG)	M
Ministry of Women Affairs, Community and SME	National Gender Officer	PSC Member + Project Partner	F
Ministry of Industry and Commerce		PSC Member + Project Partner	F
Ministry of Finance and Economic Development (Projects and Programmes Monitoring Department)	Chief Economist	PSC Member + Project Partner	M

Organisation	Position	Role in the project	Gender
Ministry of Local Government and Public Works (Department of Civil Protection)	Director	PSC Member + Project Member	F
Private Consultant	Consultant	Team Lead Consultant for Output 1.1	F
Private Consultant	Legal Expert	Consultant for Output 1.1	M
University of Zimbabwe	Professor	TWG, Project Partner	M
GHGMI	Consultant	Consultant for Output 1.2 (training component)	F
Climsoft	Consultant	GHGIMS and OTP Consultant	M
University of Zimbabwe	Professor	EF Livestock	M
University of Zimbabwe	Environment, Climate and Sustainable Development Institute	Consultant Output 1.2	M
Private Consultant	Consultant	TWG (Waste)	F
Comprehensive Energy Solutions	Consultant	Consultant Output 1.4	M
Private Consultant	Consultant	TWG (IPPU)	F
Engaged but not interviewed	**Reason for decline**		
UNEP - Climate Change Subprogramme Coordinator	No response		M
UNEP Mitigation Branch, Climate Change Division	No longer in position		F
Ministry of Public Service, Labour and Social Welfare	No response	PSC Member	M
Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development	No response	PSC Member	F
DD, Ministry of Lands, Agriculture, Fisheries, Water and Rural Development	No response	Project Partner	F
Consultant	No response	Consultant for Output 1.1	M
AliDouglas Consultancy	No response	Activity 1.3.7 climate finance	M
AliDouglas Consultancy	No response	Activity 1.3.7 climate finance	M
AliDouglas Consultancy	No response	Activity 1.3.7 climate finance	M
Todd Ngara Consultancy	No response	Output 1.4. Climate projections consultant	M
Forestry Commission Buluwayo	No response	Project partner	M

ANNEX IV. KEY DOCUMENTS CONSULTED

Documents reviewed for the CBIT Zimbabwe Terminal Evaluation include:

- Evaluation Terms of Reference
- GEF MSP CEO Endorsement Request and Annexes
- GEF Submission and Review Documentation
- Project PIRs/Half Yearly Progress Reports
- All project agreements and amendments thereof
- Initial Budget Plans, Budget Revisions
- Financial Reporting, including co-financing and all expenditure reports
- All component-related outputs, publications and extras
- Steering Committees written reports and minutes
- Outreach and Communications materials
- Training reporting
- Project Revision Documentation
- Additional email communications requested for verification and triangulations

ANNEX V. EVALUATION ITINERARY

Day, Date	Time	Person	Role/Institution	Location
Arrival 20:30 23 February 2025 in Harare on flight 4Z142, staying at Selous Hotel				
Monday, 24 Feb	08:00	Milward Kuona	Project Manager, PMU/CCMD	CCMD
	10:10	Tatenda Mutasa	CCMD, attended GHG inventory, peer learning exchange, validation	Office 18, 1st floor left wing, CCMD
	11:15	Elizabeth Katumba	Gender officer for project, part of technical team	Ministry of Women Affairs, Kaguvi Building
	12:20	Dhoba Lovemore	CCMD DD Mitigation, attended NDC tracking training, mitigation scenarios workshop	CCMD
	13:25	Shamiso Mtisi	Output 1.1. legal expert	ZELA offices, No. 26 B Seke Road, Hatfield Harare
	14:30	Tirivanhu Muhwati	CCMD Compliance Officer	CCMD
	15:35	Alois Tsiga	BTR Manager CTCU	CCMD boardroom
Tuesday, 25 Feb	09:05	Christine Marime	PA PMU, CCMD	CCMD
	10:10	Tapiwa Kamuruko	CTCU	CCMD boardroom
	11:15	Evans Matare	Business Council for SD in Zimbabwe	CCMD
	12:20	Anderson Muchawona	Forestry Commission	Forestry Commission offices , 1 orange groove Highlands ,Harare
	14:30	Joseph Kwaramba	University of Zim, Output 1.2	University of Zim
	15:15	Professor Kefasi Nyikahadzai	University of Zim, (Director of Environment, Climate and Sustainable Development Institute)	University of Zim
	15:30	Farai Mapanda	Uni of Zimbabwe	University of Zim
Wednesday, 26 Feb	09:00	Tendayi Marowa	Energy TWG, GHGI technical expert	Coffee Place
	10:10	Albert Mhanda	Climsoft, GHGIMS set up	Coffee Place
	12:20	Pride Marimo	Min of Industry and Commerce	CCMD (did online as was unwell)
	14:30	Chakanetsa Mhungira	Ministry of Energy, Power and Development	Ministry of Energy and Power Development Boardroom. 5th Floor. John Boyne Building. Cnr Inez Terrace/Speke Avenue. Harare
	15:30	Washington Zhakata	Director CCMD	Director's Office
Thursday, 27 Feb	09:05	Tinashe Charles Mashavave	Ministry of Finance and Economic Development	Mgandane Dlodlo Building (formerly New Government Composite Building), Office E414, 3rd Floor

Day, Date	Time	Person	Role/Institution	Location
	10:10	Lucia Nyaundi Nheta	Zimstat	CCMD
	14:30	Kudzai Man yanga	Ministry of Transport and Infrastructure Development	Postponed, did online call following week
	15:35	Olivia Chigbwe	Ministry of Local Government and Public Work, Dep of Civil Protection	Disaster Management Center, did online call
Friday, 28 Feb	15:30	Prelim Findings Meeting		
	17:30	Walter Svinuari	Uni of Zimbabwe, EF Livestock expert	Postponed and had it online
Depart 07:00 1 March 2025 on flight 4Z109				

ANNEX VI. PROJECT BUDGET AND EXPENDITURES

Table 1. Expenditure by Outcome/Output (for both GEF and non-GEF projects)

Component/sub-component/output All figures as USD	Estimated cost at design	Actual Cost/ expenditure Q4 2024	Expenditure ratio (actual/planned)
Output 1.1	153,343	153,077	99.8%
Output 1.2	373,423	352,999	94.5%
Output 1.3	357,500	339,987	95.1%
Output 1.4	168,750	159,900	94.7%
M&E	16,877	15,620*excl TE	92.5%
Project Management	110,030	92,631	84.1%
PPG funds	17,369	17,368	100%
TOTAL	1,197,292	1,131,582	95%

Table 2: Co-financing Table (GEF projects only)

Co-financing (Type / Source)	UNEP own Financing (US$)		Government (US$)		Other* (US$)		Total (US$)		Total Disbursed (US$)
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	
Grants									
Loans									
Credits									
Equity investments									
In-kind support			355,600	355,600			355,600	355,600	355,600
Totals			355,600	355,600			355,600	355,600	355,600

* This refers to contributions mobilized for the project from other multilateral agencies, bilateral development

ANNEX VII. FINANCIAL MANAGEMENT

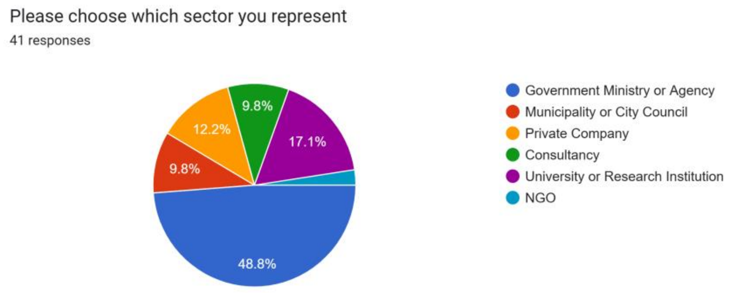
Table 1: Financial Management Table

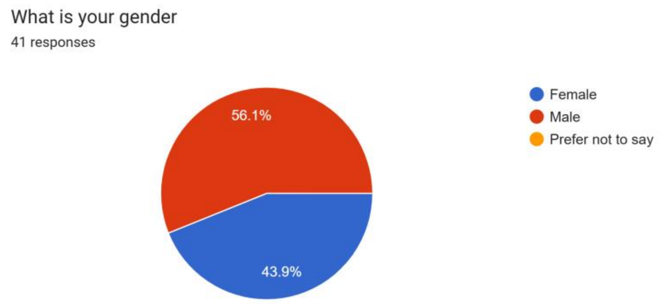
Financial management components:		Rating	Evidence/ Comments
1. Adherence to UNEP's policies and procedures:		**S**	
Any evidence that indicates shortcomings in the project's adherence[50] to UNEP or donor policies, procedures or rules		No	
2. Completeness of project financial information[51]:		**S**	
Provision of key documents to the reviewer (based on the responses to A-H below)			
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes	[specify here level of detail provided]
B.	Revisions to the budget	Yes	
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes	
D.	Proof of fund transfers -	Yes	Routing slips and emails
E.	Proof of co-financing (cash and in-kind)	Yes	Letters and narrative
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	Full expenditure reporting provided
G.	Copies of any completed audits and management responses *(where applicable)*	Yes/No or N/A	Only for years 2021 and 2022, 2023 and 2024 pending
H.	Any other financial information that was required for this project (list):	N/A	
3. Communication between finance and project management staff		**S**	
Project Manager and/or Task Manager's level of awareness of the project's financial status.		S	
Fund Management Officer's knowledge of project progress/status when disbursements are done.		S	
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.		S	
Contact/communication between Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.		S	
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the review process		S	
Overall rating		S	

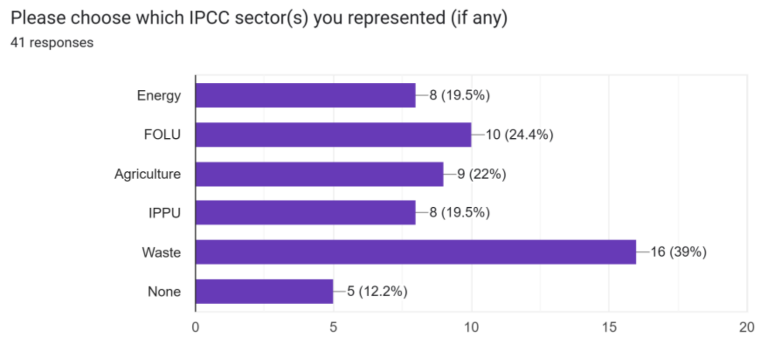
[50] If the evaluation raises concerns over adherence with policies or standard procedures, a recommendation maybe given to cover the topic in an upcoming audit, or similar financial oversight exercise.
[51] See also document 'Criterion Rating Description' for reference

ANNEX VIII. SURVEY QUESTIONNAIRE AND RESULTS

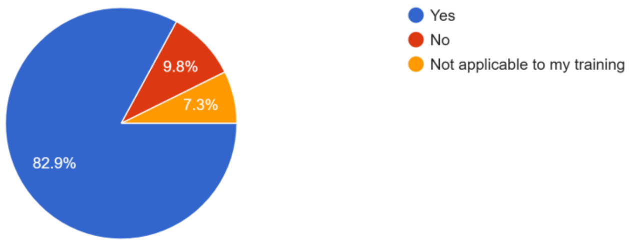
Survey for the Terminal Evaluation of the Zimbabwe CBIT Project (Training Programme Component)



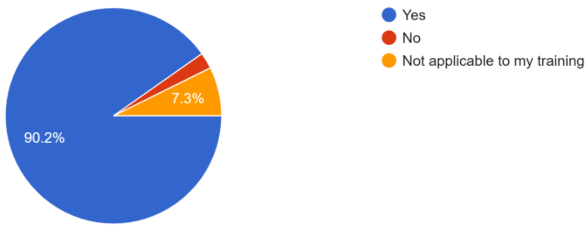




Are you or will you be using the GHG Database and/or the Online Transparency Portal since the training?
41 responses



Are you or will you be tracking NDCs based on what you learnt?
41 responses



Additional questions - qualitative answers were given and are not included here, but were included in the evaluation findings:

Which organisation do you represent?

What is your position/role?

Please choose the training sessions you participated in

Please describe the key things that you have learnt that you will be applying to your work based on the training

Why do you think tracking NDCs are important?

What else is needed for NDC tracking to be fully operationalised among all contributing stakeholders?

ANNEX IX. BRIEF CV OF THE EVALUATOR

Name	Justine Braby
Nationality	Namibia (and Germany)
Languages	English, German, Spanish

Academic Qualifications

PhD Zoology, University of Cape Town, Cape Town, South Africa, June 2011
Postgraduate Diploma (International) Environmental Law, University of Cape Town, February 2007
Postgraduate Certificate Education (Senior Phase and Further Education), University of Cape Town, December 2005
Bachelor of Science (Zoology), University of Cape Town, December 2004
[Training certificate in the Economics of Ecosystems and Biodiversity, GIZ and Government of Namibia (2011)]

Summary of Professional Background

Professional expertise ranges from project development, implementation to evaluation of GEF and other donor-funded projects for agencies like UNDP, UN Environment, FAO and IUCN; communication strategy development, implementation and evaluation for various institutions; capacity-building interventions and facilitation of participatory processes; development of NAPAs, national development plans, strategies and action plans. Justine has thematic expertise and extensive experience in international environmental law (reporting and implementation), climate change (adaptation mostly), sustainable land management, biodiversity and ecosystem services, alternative development paradigms (alternative economics), coastal zone management, water resource management, and renewable energy as it pertains to climate change. She has worked for African governments and international and national development agencies all over Africa, and had experience working in several countries in Latin America, Europe, and Asia.

Regional Experience

Africa (West, East, South, Central), Latin America, Europe, Asia

Professional Associations

Appointee to the High Level Panel on the Economy advising the President of Namibia (2019-2020)
Steering Committee Member of the Balaton Network on Sustainability (www.balatongroup.org) (2018-2022)
Steering Committee Member of the Namibia Small Grants Programme (2018-2021)
Advisory Panel Member of the NUST PAC Regional and Rural Development Honours Programme (2019-ongoing)
BIOPAMA Regional Advisor (2019-2021)
Member and Task Force Member of the Wellbeing Economy Africa Research Action Network (www.we-africa.org)
Core Team Member of the Research Group of the Wellbeing Economy Alliance (www.wellbeing-economy.org)
Founder of the Namibia Youth Coalition on Climate Change (www.youthclimate-namibia.org)
Climate Change Focal Point and Member of the IUCN Commission on Education and Communication (www.iucn.org/cec)
Roster of Experts of UNDP Biodiversity and Sustainable Land Management Portfolio

Publications experience

Wellbeing Economy, Climate Change Adaptation, Community Resilience, Communication, Education and Public Awareness, Zoology, Marine Biology, Ecology, Alternative Economics/Beyond GDP

ANNEX X. GEF PORTAL INPUTS

The following table contains text to be uploaded to the GEF Portal. **It will be drawn from the Evaluation 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.

Table X: GEF portal inputs

Question: What was the performance at the project's completion against Core Indicator Targets? (For projects approved prior to GEF-7[52], these indicators will be identified retrospectively and comments on performance provided[53]).

Response: *(Might be drawn from Monitoring and Reporting section)*

The core indicator targets were defined within the CBIT strategy. Objective-level indicators - have increased number of institutions that have the capacity to collected and progress climate change data (useful information for reporting to the UNFCCC). (1) Forestry Commission, (2) University of Zimbabwe, (3) Ministry of Agriculture, (4) Sable Chemicals, (5) City of Bulawayo, (6) Green Hut Trust, (7) Midlands State University, (8) CCMD, (9) Climate Data Solutions, (10) Comprehensive Energy Solutions and (11) Business Council for Sustainable Development. Number of women capacitated through the project surpassed the end of project target of 25 (35). As per the CBIT programming directions (GEF-7 CBIT core indicator) - achieved 5 +3 - in terms of qualitative assessment of institutional capacity for transparency-related activities. (see indicator table under 5.4.3 in main report). The project implemented the monitoring plan as scheduled.

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: *(Might be drawn from Factors Affecting Performance section)*

The project management unit did an excellent job in engaging stakeholders and this engagement resulted in effective partnerships that were part of adaptive management responses necessary to achieve certain outputs. (e.g. Examples of adaptive management included e.g. the assigning of responsibilities of the CTCU to existing officers to ensure sustainability of the CTCU, the establishment of the Technical Working Group to undertake the work of the NDC tracking when no consultants were available, and the difficulty in securing an energy consultant to conduct the Emission Factor work resulting in the proposal to continue to strategically support the AFOLU sector teams to develop more emission factors. (see section 5.6 in main report).

The coming together of experts under the TWG for the NDC tracking really ensured ownership of results. The support from various other UN agencies to support the consultations around the Climate Bill was also a good example of strong partnership. The strategic use of partners to counteract a budget limitation under the EFs resulted in 23 EFs being conducted under AFOLU.

The PIRs 2023, 2024 and 2025 outlined its stakeholder engagement and implementation processes well, also including all stakeholders engaged through various project activities (capacity building and

[52] The GEF is currently operating under the seventh replenishment period of the GEF Trust Fund covering the period July 1, 2018 to June 30, 2022. 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)
[53] This is not applicable for Enabling Activities

consultative meetings, workshops, sessions, co-development work), managing to engage more than 50 institutions. (see under 5.9.3 in main report)
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: *(Might be drawn from Factors Affecting Performance section)* The project had gender-specific indicators which measured gender disaggregation (although to some extent did not always do this; the delivery of outputs included gender participation. (see 5.4.1 in main report). The climate (reporting) thematic area in Zimbabwe is male-dominated. The project tried to build the capacity of young upcoming women professionals, through consultancy consortiums and most notably through the TWG. Out of 12 TWG members, five were women; these women were upcoming young professionals, some of which are now permanently working in this field as a result. Training outcomes of the project illustrated, through the TE survey results (of which 42% were women respondents), that there was a strong understanding of the importance of tracking the NDCs, the engagement of the OTP and the GHGIMS, as well as an overall commitment to contributing to climate reporting in Zimbabwe. The project also had a strong representation of senior-level women on the Project Steering Committee. While the representative number was low (5 out of 14), these were highly active PSC members. The project involved the Ministry of Women's Affairs at the onset to assign a gender focal point making sure gender is included strategically throughout the project. The PSC meetings also addressed raised gender and addressed gender concerns and made sure to hold the project accountable to its gender action plan. (Please see section 5.9.4.)
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: *(Might be drawn from Factors Affecting Performance section)* The Safeguards Plan submitted at CEO approval was followed, risks were low and no impact was envisaged in terms of the safeguard standards.
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: *(Might be drawn from Factors Affecting Performance section)* PIRs outlined well the communications and public awareness as well as the knowledge management of the project. In addition to meeting / workshop reports, technical training materials on GHG inventory and emission factor development, tools and templates have been developed and shared with relevant experts and stakeholders for future use. Key deliverables such as the validated

institutional arrangements were shared with all the key stakeholders and were also shared on the OTP. The project also participated in the virtual platform on CBIT GSP Global support programme on sharing experiences on the architecture of the Institutional Arrangements and how it was developed. The project shared its key experiences and learning points at the regional learning workshop organised for Anglophone CBIT/UNEP countries in Victoria Falls in Zimbabwe. The meeting was attended by CBIT projects managers and finance personnel from South Africa, Zimbabwe, Malawi, Sierra Leone, CBIT GSP and UNEP. The Zimbabwe CBIT project shared valuable insights on the establishment and use of Technical Working Groups in various technical areas of transparency. Insights were also shared on the institutional arrangements for transparency among other technical issues. Opportunities for further capacity building activities were also identified through this exchange workshop. In addition to meeting / workshop reports, technical training materials on GHG inventory and emission factor development, tools and templates have been developed and shared with relevant experts and stakeholders for future use. Draft Technical reports and manuscripts for livestock enteric fermentation and land converted to cropland emission factors were produced for technical expert review and validation and for sharing. These EFs have the potential to the incorporated into the Global Emission factor database for use by other countries. Technical experts undertook an intensive capacity building on the country's GHG database system. aspects covered include the design of the Maria Db based database, data inputting, retrieval and querying and quality control and assurance. Main learning during the period Major learning points over the period include technical capacity in emission factor development, database. (see section 5.9.7 in main report)
Question: What are the main findings of the evaluation?
Response: The main findings were as follows: The project delivered on its outputs. Most notably, the major achievements included the establishment of institutional arrangements, the Climate Change Bill, the establishment of a Climate Transparency and Compliance Unit (Output 1.1), the establishment of a GHG database on the Online Transparency Portal, enhanced GHG technical capacity, a Quality Assurance and Quality Control improvement plan, and the development of 23 country-specific Emission Factors in the AFOLU sector (Output 1.2), the establishment of a NDC Technical Working Group, the development NDC tracking indicators, the inclusion of these into the Online Transparency Portal, the climate transparency improvement plan for the MRV system (Output 1.3), and finally, the development of emission profiles and mitigation scenarios and projections, enhanced capacity in interpretation of MRV outputs for decision making, and a National Climate Change Communication Strategy (Output 1.4). The project outcome statement revised by the evaluation ('Zimbabwe's tracking and reporting of GHG emissions and NDC improved as a result of strengthened MRV systems to comply with the Enhanced Transparency Framework') was achieved with some operational aspects still pending. Aspects and pending items are discussed below: i. Institutional arrangements: there has been a lot of improvement in this area, the CBIT Zimbabwe project really helped set up the institutional structures for clear climate reporting, focusing on who is responsible for what. A very strong institutional arrangement has been validated. It also tried to set up more formalised structures for data provision, and managed to do this to an extent. The data sharing agreements are there on paper, but not yet in practice, the Climate Transparency and Compliance Unit (CTCU) is there on paper and operational but with a skeletal staff, and the Climate Bill is there on paper but still needing to

be enacted. The project did an excellent job in trying to embed the institutional arrangements and enhance stakeholder participation in climate reporting, with a number of institutions now working actively on this with CCMD.

ii.Capacities developed: the project has made an enormous effort through its many workshops and training to build capacities (Greenhouse Gas (GHG) inventories, Nationally Determined Contributions (NDC) tracking, the Greenhouse Gas Inventory Management System (GHGIMS and the Online Transparency Portal (OTP) access and use, climate finance, climate projections and decision-making), and especially to raise the profile of women and youth. Government, academia, private industry and local-level participation was included in these trainings, and not only does Zimbabwe have a larger pool of experts now, it also has a much larger understanding among different sectors of the importance of transparent climate reporting.

iii.NDC tracking tools and the Technical Working Group: This excellent learning-by-doing approach of using a group of existing experts with a group of upcoming experts not only led to quality NDC tracking work, various tools and templates included into the GHG database, and 8 training modules, it also led to an enlarged pool of nationally capacitated experts. Particularly this was a good model for the empowerment of upcoming female professionals in this field.

iv.The GHG inventory management system and the OTP is a strong contribution to more streamlined reporting once properly taken up. It is a shame this was not used for the BTR1/NC5 development, but understandably this database was being tested and finalised in parallel. The sustainability of much of the project's outcome depends on this being used for BTR2.

v.The Climate Bill: the climate bill being enacted is a key move that will provide the legal backing for not only the full operationalisation of the CTCU, the administration of the GHGIMS and the OTP, the data sharing and provision from data providers, but also for the overall uptake and move towards impact, as much of what the project has been built is a massive contributor to an improved and more transparent system of reporting. Of course, even when the Climate Bill is enacted, many aspects depend on limited budgets from Treasury.

The BTR1/NC5 should have used the systems put in place by CBIT but it didn't, a new Permanent Secretary came on board, time was really limited, people reverted to what they were comfortable with. It is really important the BTR2 use the structures brought about by project; the evaluator was told this would be the case but would highlight this strongly in this TE.

Overall, evidenced by the project's interventions, the country is moving towards better measurement of climate data and reporting and collecting but also trying to be more ambitious in its NDC within the context of its economic limits. The improvement plans development, national political will up to the President-level on climate change, the bill being passed is overall moving in the right direction toward impact (climate resilience and carbon neutrality). A second phase of CBIT would be an important contribution towards this effort.

The project helped the country move towards better measurement of climate data and reporting, as well as raising its ambitions and moving towards impact (climate resilience and carbon neutrality).

The project was highly efficient, this was a result of a strong management structure, appropriate and high-quality stakeholder engagement leading to strong partnerships, and a highly useful Steering Committee.

Project performance, management, stakeholder engagement and communication were excellent. The Project Steering Committee (PSC) met regularly with active members and was an excellent platform to hear any challenges the PMU had and to support the Project Technical Coordinator (PTC) proposals when adaptive management was needed and guide the project effectively toward results attainment.

The Implementing Agency (IA) was actively involved and performed its role as outlined in the Project Document and PCA. One visitation took place by the Programme Assistant, the Inception Meeting was attended by the Task Manager in an online capacity (here the Task Manager gave a presentation). Overall, there were clear communications between IA and the Executing Agency (EA).

The project was a really well managed project, the evaluation attributed this to a technically strong PTC who had a good understanding of what was required and was able to clearly communicate this to stakeholders. In addition, effective partnerships and engaged partners contributed strongly to the efficacy of project results attainment. Overall, stakeholder participation and cooperation was excellent in this project.

The project also made strong efforts to integrate gender considerations in what is generally a male-dominated field, particularly including a gender focal point from the Ministry of Women's Affairs who advised the project and supported strong women and youth participation and leadership, most notably in the PSC, the TWG, and the various capacity-building interventions, as well as the climate bill which resulted in two clauses out of eight specifically focused on gender empowerment and considerations in climate change.

ANNEX XI. QUALITY ASSESSMENT OF THE EVALUATION REPORT

Quality Assessment of the Evaluation Report

Terminal Evaluation of the UNEP/GEF Project "Strengthening the capacity of institutions in Zimbabwe to conform to the transparency requirements of the Paris Agreement" GEF 10429

Evaluator: Justine Braby

All UNEP evaluations are subject to a quality assessment by the Evaluation Office. This is an assessment of the quality of the evaluation product (i.e. evaluation report) and is dependent on more than just the consultant's efforts and skills.

	UNEP Evaluation Office Comments	Final Report Rating
Report Quality Criteria		
Quality of the Executive Summary Purpose: acts as a stand-alone and accurate summary of the main evaluation product, especially for senior management. To include: • concise overview of the evaluation object • clear summary of the evaluation objectives and scope • overall evaluation rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria • reference to where the evaluation ratings table can be found within the report • summary response to key strategic evaluation questions • summary of the main findings of the exercise/synthesis of main conclusions • summary of lessons learned and recommendations.	Final report *(coverage/omissions)*: All required elements are addressed including a summary response to the key strategic questions. Final report *(strengths/weaknesses)*: The Executive Summary represents a concise and accurate summary of the evaluation report.	5.5
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 evaluation 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) • results frameworks to which it contributes (e.g. POW Direct Outcome) • coverage of the evaluation (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 evaluation and the key intended audience for the findings.	Final report *(coverage/omissions)*: All elements adequately addressed. Final report *(strengths/weaknesses)*: The Introduction well situates the evaluand identifying the main parameters.	5

	UNEP Evaluation Office Comments	Final Report Rating
Quality of the 'Evaluation Methods' Section Purpose: provides reader with clear and comprehensive description of evaluation methods, demonstrates the credibility of the findings and performance ratings. To include: • description of evaluation 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) • evaluation limitations (e.g. low/ imbalanced response rates across different groups; gaps in documentation; language barriers etc) • ethics and human rights issues should be highlighted including: how anonymity and confidentiality were protected. Is there an ethics statement? E.g. *'Throughout the evaluation process and in the compilation of the Final Evaluation 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.*	Final report *(coverage/omissions):* All elements adequately addressed. The section includes a Table with the Respondents' Sample. Final report *(strengths/weaknesses):* The section provides a clear description of the evaluation methods.	5
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	Final report *(coverage/omissions):* All required elements are well addressed. Final report *(strengths/weaknesses):* The report presents a comprehensive analysis of the key dimensions of the evaluand required.	5.5

	UNEP Evaluation Office Comments	Final Report Rating
components (b) planned and actual sources of funding/co-financing		
Quality of the Theory of Change Purpose: to set out the TOC at Evaluation 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: • description of how the *TOC at Evaluation*[54] 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 Evaluation report.	Final report *(coverage/omissions):* All elements well addressed. Final report *(strengths/weaknesses):* The ToC at Evaluation is well presented both in narrative and diagrammatic forms. The causal pathways are articulated, and the drivers and assumptions discussed.	5.5
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 evaluation criterion or a strategic question from the TOR. **A finding should go beyond description and uses analysis to provide insights that aid learning specific to the evaluand.** In some cases a findings statement may articulate a key element that has determined the performance rating of a criterion. Findings will frequently provide insight into 'how' and/or 'why' questions.	Final report *(coverage/omissions):* Final report *(strengths/weaknesses):* Although the report does not contain specifically labelled 'Findings Statements' it does provide considerable feedback and insights into the challenges faced by the project and verifies its achievements. Nature of evidence is also clear.	5

[54] During the Inception Phase of the evaluation process a *TOC at Evaluation 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 evaluation process this TOC is revised based on changes made during project intervention and becomes the *TOC at Evaluation*.

	UNEP Evaluation Office Comments	**Final Report Rating**
Quality of 'Strategic Relevance' Section Purpose: 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[55]), with other interventions addressing the needs of the same target groups.	Final report *(coverage/omissions):* Final report *(strengths/weaknesses):* All elements are covered to a satisfactory level.	5
Quality of the 'Quality of Project Design' Section Purpose: to present a summary of the strengths and weaknesses of the project design, on the basis that the detailed assessment was presented in the Inception Report.	Final report *(coverage/omissions):* All elements well addressed. Final report *(strengths/weaknesses):* The section presents a summary of the project design's strengths and weaknesses.	5
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[56]), 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):* Final report *(strengths/weaknesses):* No major events that had a significant impact on project implementation (e.g. natural disasters, conflict, change in government/political upheaval).	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	Final report *(coverage/omissions):* All elements are well addressed. Final report *(strengths/weaknesses):* This section includes a detailed and evidence-based assessment of the level of achievement of the four project outputs.	6

[55] 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.

[56] 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.

	UNEP Evaluation Office Comments	Final Report Rating
• assessment of the nature and scale of outputs versus the project indicators and targets • assessment of the timeliness, quality and utility of outputs to intended beneficiaries • identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).		
ii) Achievement of Project Outcomes: Purpose: 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):* All elements are well addressed. Final report *(strengths/weaknesses):* A detailed evidence-based assessment of the achievement of the outcome indicators is presented.	5.5
(iii) Likelihood of Impact: Purpose: 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 • 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).	Final report *(coverage/omissions):* All elements are well addressed. A discussion/assessment of the extent to which the drivers and assumptions presented in the ToC at Evaluation are expected to hold is also presented. Final report *(strengths/weaknesses):* The section presents an integrated analysis following the causal pathways.	5.5
Quality of 'Financial Management' Section Purpose: 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:	Final report *(coverage/omissions):* All elements are well addressed. Final report *(strengths/weaknesses):* The section presents a concise analysis of the dimensions evaluated under financial management.	5.5

	UNEP Evaluation Office Comments	**Final Report Rating**
• *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		
Quality of 'Efficiency' Section Purpose: 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):* Elements addressed to a satisfactory manner. Final report *(strengths/weaknesses):* The section discusses aspects related to timeliness, cost-effectiveness of project execution and the use of pre-existing institutions, agreements and partnerships.	5.5
Quality of 'Monitoring and Reporting' Section Purpose: 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):* Final report *(strengths/weaknesses):* The three sub-criteria under Monitoring and Reporting are briefly discussed.	5
Quality of 'Sustainability' Section Purpose: 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):* All elements are adequately addressed. Final report *(strengths/weaknesses):* An integrated analysis of the three dimensions under sustainability is provided with adequate evidence.	5
Quality of Factors Affecting Performance Section Purpose: These factors are not always discussed in stand-alone sections and may be integrated in the other performance criteria as appropriate. However, if not addressed substantively in this section, a cross reference must be given to where the topic is addressed and that entry must be sufficient to justify the performance rating for these factors. Consider how well the evaluation report, either in this section or in cross-referenced sections, covers the following cross-cutting themes:	Final report *(coverage/omissions):* Final report *(strengths/weaknesses):* An assessment of all the factors affecting performance is presented as a stand-alone section within the report.	5

<table>
<tr><th></th><th>UNEP Evaluation Office Comments</th><th>Final Report Rating</th></tr>
<tr><td>preparation and readiness
quality of project management and supervision[57]
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</td><td></td><td></td></tr>
<tr><td>Quality of the Conclusions Section

(i) Conclusions Narrative:
<u>Purpose:</u> to present summative statements reflecting on prominent aspects of the <u>performance of the evaluand as a whole</u>, they should be derived from the synthesized analysis of evidence gathered during the evaluation 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)</td><td>Final report (coverage/omissions):
All elements are adequately addressed. A succinct response to the key strategic questions is also provided.

Final report (strengths/weaknesses):
The section presents a summary of the project strengths and weaknesses, findings and ratings.</td><td>5</td></tr>
<tr><td>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 evaluation 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</td><td>Final report (coverage/omissions):
Three lessons learned identified.

Final report (strengths/weaknesses):
The lessons learned are derived from project experiences and challenges identified.</td><td>5</td></tr>
<tr><td>(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 recommendations achieve the following:
are feasible to implement within the timeframe and resources available (including local</td><td>Final report (coverage/omissions):
Five recommendations are presented.

Final report (strengths/weaknesses):
Recommendations provided aim to resolve challenges faced by the project.</td><td>5</td></tr>
</table>

[57] 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.

	UNEP Evaluation Office Comments	Final Report Rating
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. NOTES: **(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.		
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):* Final report *(strengths/weaknesses):* The report is complete and follows the Evaluation Office guidelines.	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 *(coverage/omissions):* Final report *(strengths/weaknesses):* The report is clear and well written. The tone is adequate.	5
OVERALL REPORT QUALITY RATING		**5.2**

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1. <u>The overall quality of the evaluation report is calculated by taking the mean score of all rated quality criteria.</u>

At the end of the evaluation, compliance of the evaluation process against the agreed standard procedures is assessed, based on the table below. *All questions with negative compliance must be explained further in the table below.*

Evaluation Process Quality Criteria	Compliance	
	Yes	No
Independence:		
1. Were the Terms of Reference drafted and finalised by the Evaluation Office?	X	
2. Were possible conflicts of interest of proposed Evaluation Consultant(s) appraised and addressed in the final selection?	X	
3. Was the final selection of the Evaluation Consultant(s) made by the Evaluation Office?	X	
4. Was the evaluator contracted directly by the Evaluation Office?	X	
5. Was the Evaluation Consultant given direct access to identified external stakeholders in order to adequately present and discuss the findings, as appropriate?	X	
6. Did the Evaluation Consultant raise any concerns about being unable to work freely and without interference or undue pressure from project staff or the Evaluation Office?		X
7. If Yes to Q6: Were these concerns resolved to the mutual satisfaction of both the Evaluation Consultant and the Evaluation Manager?		
Financial Management:		
8. Was the evaluation budget approved at project design available for the evaluation?	X	
9. Was the final evaluation budget agreed and approved by the Evaluation Office?	X	
10. Were the agreed evaluation funds readily available to support the payment of the evaluation contract throughout the payment process?	X	
Timeliness:		
11. If a Terminal Evaluation: Was the evaluation initiated within the period of six months before or after project operational completion? Or, if a Mid Term Evaluation: Was the evaluation initiated within a six-month period prior to the project's mid-point?	X	
12. Were all deadlines set in the Terms of Reference respected, as far as unforeseen circumstances allowed?	X	
13. Was the inception report delivered and reviewed/approved prior to commencing any travel?	X	
Project's engagement and support:		
14. Were the project team, Sub-Programme Coordinator and identified project stakeholders given an opportunity to provide comments on the evaluation Terms of Reference?	X	
15. Did the project make available all required/requested documents?	X	
16. Did the project make all financial information (and audit reports if applicable) available in a timely manner and to an acceptable level of completeness?	X	
17. Was adequate support provided by the project to the evaluator(s) in planning and conducting evaluation missions?	X	
18. Was close communication between the Evaluation Consultant, Evaluation Office and project team maintained throughout the evaluation?	X	
19. Were evaluation findings, lessons and recommendations adequately discussed with the project team for ownership to be established?	X	
20. Were the project team, Sub-Programme Coordinator and any identified project stakeholders given an opportunity to provide comments on the draft evaluation report?	X	
Quality assurance:		
21. Were the evaluation Terms of Reference, including the key evaluation questions, peer-reviewed?	X	
22. Was the TOC in the inception report peer-reviewed?	X	
23. Was the quality of the draft/cleared report checked by the Evaluation Manager and Peer Reviewer prior to dissemination to stakeholders for comments?	X	
24. Did the Evaluation Office complete an assessment of the quality of both the draft and final reports?	X	

Transparency:		
25. Was the draft evaluation report sent directly by the Evaluation Consultant to the Evaluation Office?	**X**	
26. Did the Evaluation Manager disseminate (or authorize dissemination) of the cleared draft report to the project team, Sub-Programme Coordinator and other key internal personnel (including the Reference Group where appropriate) to solicit formal comments?	**X**	
27. Did the Evaluation Manager disseminate (or authorize dissemination) appropriate drafts of the report to identified external stakeholders, including key partners and funders, to solicit formal comments?	**X**	
28. Were all stakeholder comments to the draft evaluation report sent directly to the Evaluation Office	**X**	
29. Did the Evaluation Consultant(s) respond adequately to all factual corrections and comments?	**X**	
30. Did the Evaluation Office share substantive comments and Evaluation Consultant responses with those who commented, as appropriate?	**X**	