Second Independent Assessment of Closed Projects under the Special Programme

Industry and Economy Division, Chemicals and Health Branch

December 2024

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INDEPENDENT ASSESSMENT REPORT

Countries Covered[1]

Countries in Africa
Angola
Gambia
Ghana
Kenya
Nigeria
South Africa

Countries in CEE and Asia
India
Iran
Kazakhstan
North Macedonia
Tajikistan

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The contents of this report are the sole responsibility of the Evaluation Expert and can in no way be taken to reflect the views of the UNEP.

[1] In line with the guidance provided by the United Nation Editorial Manual regarding country names, this report is using the short country names listed by the United Nations. See: https://www.un.org/dgacm/en/content/editorial-manual/country-names

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TABLE OF ACRONYMS AND ABBREVIATIONS

BRS	Basel, Rotterdam and Stockholm Conventions
GFC	Global Framework on Chemicals
Logframe	Logical Framework
M&E	Monitoring and Evaluation
MEAs	Multilateral Environmental Agreements
MELSAP	Monitoring, Evaluation, and Learning Strategy and Action Plan
MELT	Monitoring, Evaluation, and Learning Toolkit
PCA	Project Cooperation Agreement
POPs	Persistent Organic Pollutants
SAICM	Strategic Approach to International Chemicals Management
SMCW	Sound Management of Chemicals and Waste
SP	Special Programme
ToC	Theory of Change
ToR	Terms of Reference
UNEP	United Nations Environment Programme
USD	United States Dollar
XRF	X-Ray fluorescence

1. INTRODUCTION

1.1. BACKGROUND OF ASSESSMENT

The UNEP's Special Programme on Institutional Strengthening (SP), also known as the Chemicals and Waste Management Programme, aims to support eligible countries in strengthening their institutions for sound management of chemicals and waste and for meeting their international obligations through the development and implementation of policies, legislation, and regulation at the national level.

The Special Programme supports country-driven institutional strengthening at the national level in the context of an integrated approach to financing the sound management of chemicals and waste, and facilitates and enables the implementation of the Basel, Rotterdam and Stockholm Conventions, the Minamata Convention and the Global Framework on Chemicals[2] (GFC) (known as the Instruments). The programme provides support to developing countries and countries with economies in transition to enhance their sustainable institutional capacity to develop, adopt, monitor and enforce policy, legislation and regulation for effective frameworks for the implementation of the Instruments for the sound management of chemical and waste throughout their life cycle.

The SP provides funds for countries through periodic calls for applications, to focus on:

- *Policy, legislation and regulation*: Developing and monitoring the implementation of national policies, strategies, programmes and legislation.
- *Stakeholder Engagement*: Working in a multi-sectoral and transparent manner in the long-term, facilitating multi-sectoral and multi-stakeholder cooperation at the national level while promoting private sector responsibility, accountability and involvement.
- *Organizational Structure*: Promoting the effective implementation of the Basel, Rotterdam and Stockholm conventions, the Minamata Convention and SAICM/GFC, promoting cooperative and coordinated implementation of the Instruments at the national level.
- *Monitoring and Enforcement*: Promoting the adoption, monitoring and enforcement of legislation and regulatory frameworks for the sound management of chemicals and waste.
- *Mainstreaming of the sound management of chemicals* and waste into national development plans, budgets, policies, legislation and implementation frameworks across all levels. This also includes addressing gaps and avoiding duplication.

As of the start of this assessment in April 2024, the Special Programme has held seven rounds of calls for applications and approved 83 projects for funding since its inception in 2015. Each project has an initial duration limited to 24-36 months and has funding of up to $250,000 USD for each project and up to $500,000 for high-value projects, which meet specific criteria as stipulated in the guidance for applications on each specific round of funding. These amounts are exclusive of the required minimum 25% in-kind contributions from the countries[3].

1.2. ASSESSMENT PURPOSE, SCOPE AND TARGET AUDIENCES

This assessment reviews 11 closed projects from the second and third rounds of the Special Programme's Calls for Applications, which have recently completed implementation, to examine **successes, areas for improvement, and progress made under the Core Indicators** introduced by the Monitoring, Evaluation, and Learning Strategy and Action Plan (MELSAP)[4].

[2] The Global Framework on Chemicals substituted October 2023 the existing Strategic Approach on International Chemicals Management.

[3] From the eighth round onwards, the new maximum amounts have been adjusted to $275,000 and $500,000.

[4] Source: https://wedocs.unep.org/bitstream/handle/20.500.11822/35798/MELSAP.pdf

Aligned with the overarching objective of the SP, the assessment identifies the extent to which the projects supported respective governments in implementing the BRS, Minamata Convention, and SAICM/GFC. It also assesses the support provided for the development and implementation of policies, legislation, and regulations at the national level, enabling the management of chemicals and waste in a sound manner.

Furthermore, the assessment considers additional factors impacting performance and sustainability, including the maintenance and financing of established institutional capacity. Criteria such as effectiveness, factors influencing performance and sustainability, and the integration of aspects related to the promotion of gender equality and a human rights-based approach, including the rights of indigenous peoples and persons with disabilities, are utilized in the assessment.

The assessment, conducted from April to December 2024, encompasses projects spanning 11 countries, including six in Africa, two in Asia, and three in the CEE region. These countries are: Angola, Gambia, Ghana, Kenya, Nigeria, South Africa, India, Iran, Kazakhstan, Tajikistan, and North Macedonia.

The findings and recommendations derived from this assessment will inform the future endeavors of the Special Programme Secretariat and the implementation strategies of projects across various countries. Consequently, the present report of the assessment tailors its findings and recommendations to four distinct audiences:

1. Special Programme Secretariat
2. Special Programme Executive Board
3. Secretariats of the Instruments[5]
4. Governments that:
    - have completed projects under the Special Programme,
    - are implementing projects under the Special Programme, or
    - are seeking to submit applications for funding

Facilitated by the SP Secretariat, the assessment was conducted by an evaluation expert who reviewed documentation, conducted a survey, interviewed stakeholders, and collected the necessary data for analysis.

2. ASSESSMENT OBJECTIVE AND QUESTIONS

The objective of the assessment was to assess the projects against three criteria: **effectiveness, specific factors affecting performance and sustainability.** In line with the overall objective of the Special Programme, the assessment examined the extent to which the projects supported the respective governments in taking affirmative action to implement the BRS, Minamata Convention, and SAICM/GFC. It also assessed the level of support provided for the development and implementation of policies, legislation, and regulations at the national level, enabling sound management of chemicals and waste. Additionally, the assessment reviewed other factors affecting performance and sustainability, such as maintaining and financing established institutional capacity.

The assessment questions below specify how these criteria were assessed.

EFFECTIVENESS

1. To what extent did the projects support the respective governments to take affirmative action to implement the BRS and Minamata Convention and SAICM/GFC through one or more of the following parameters?

[5] Secretariats of the Basel, Rotterdam and Stockholm Conventions, the Minamata Convention and the Strategic Approach to International Chemicals Management (SAICM)/Global Framework on Chemicals (GFC)

a) establishing or increasing public **institutional capacity** for the sound management of chemicals and waste by:
    - introducing national chemical and/or waste databases and having the appropriate staff making use of it,
    - developing chemical and/or waste management expertise within the Government, and/or
    - establishing or improving chemical and/or waste management unit or organization with appropriate staff and funding,
b) establishing a **multi-stakeholder approach** to chemical and waste management at country level
c) Developing, updating and/or implementing **policies, plans or strategies** on the sound management of chemicals and waste.
d) establishing or improving and maintaining the **national legislative and regulatory framework** for chemicals and waste management including defining roles and responsibilities
e) submitting **reports to the MEAs** to which the countries are a party.

FACTORS AFFECTING PERFORMANCE

2. To what degree **were gender and human rights** (including the rights of indigenous peoples and persons with disabilities) considered in the project design and implementation?
3. To what extent was the implementation of the project, the production of outputs and achievement of the project objective affected by:
    - Socio-political factors[6]
    - Financial factors[7]
    - Institutional factors[8]
    - Global COVID-pandemic

    3.1. What were the best examples of solutions to overcome negative factors?

SUSTAINABILITY

For the questions under this criterion, sustainability is understood as the extent to which the effects of the intervention will endure beyond the 'life' of the project.

4. To what extent did the projects adopt **exit strategies** aimed at ensuring sustainability?
    - Evidence of institutional arrangements in place and to be continued after project completion
5. What is the likelihood of the project results being sustained considering the **associated domestic measures**, including financing, put in place by the respective Governments?

3. ASSESSMENT METHODOLOGY

The assessment utilized a robust methodology to ensure evidence-based, unbiased findings and recommendations. A triangulation approach combined quantitative and qualitative data from desk research, surveys, and interviews to enhance reliability and credibility. Special attention was given to gender and human rights sensitivity, inclusivity, and fairness.

[6] Such as social movements, elections and political changes in the Government, etc.

[7] Such as the overall budgetary situation of the country and the different agencies and ministries within the Government

[8] Such as level of coordination between Ministries, Agencies and different levels of Government.

3.1. ASSESSMENT APPROACH / FRAMEWORK

The methodology was guided by the Special Programme's Theory of Change and the Monitoring, Evaluation, and Learning Toolkit (MELT). This framework in turn is rooted in the MELSAP[9] document, endorsed by the SP Executive Board in 2020. Two Core Indicators introduced by the MELSAP for measuring progress of the Special Programme serve as the cornerstone for aggregating and comparing country-level results. Aligned with the Special Programme's Theory of Change and logframe, these indicators (see Annex 8.4) are designed to capture country-level program outcomes.

Core Indicator 1: Extent of strengthened government capacity and coordination mechanism to support development and implementation of National Strategies for Chemicals and Waste Management as a result of funding from the Special Programme. Assessment of this indicator relies on four specific criteria:

- Existence of chemical and/or waste inventory or databases
- Availability of necessary Chemical and/or Waste Management expertise
- Existence/functioning of a Chemical and/or Waste Management Department/Unit
- Existence/functioning of a Multi-stakeholder Coordination Mechanism for Chemical and/or Waste Management

Each criterion is assessed through scorecards, with scores ranging from 0 to 5.

Core Indicator 2: Degree of integration of chemical and waste management into national and sector planning - formally proposed, adopted, or being implemented including required reporting to the relevant Conventions and voluntary reporting to SAICM/GFC. The criteria for assessment, each scored from 0 to 3 on the scorecard, are as follows:

- Existence/implementation status of chemical and /or waste Management Policy, Plan, and/or Strategy
- Existence of a necessary chemical and /or waste management legal framework (it refers to ratified laws/conventions by a country)
- Existence of a chemical and / or waste management regulatory framework (It refers to specific regulatory steps a country has taken to ensure the laws /conventions are implemented on the ground)
- Submission of reports to relevant MEAs (to which a specific country is a party and has obligations to report)

It is important to note that the projects under this assessment began implementing prior to the adoption of MELSAP and MELT. As a result, the outcomes and indicators of these projects were not necessarily aligned with the proposed framework. Therefore, one of the tasks involved reverse engineering, aligning project outcomes and indicators with the proposed framework. Practical steps involved establishing the initial baseline and tracking progress for each project.

3.2. DATA COLLECTION TOOLS AND DATA ANALYSIS

The assessment employed a range of data collection tools to ensure a comprehensive and reliable evaluation of the projects:

Desk Research: A detailed review of documentation provided by the Special Programme Secretariat was conducted to establish a solid evidence base. Key documents included Project Cooperation Agreements, Project Documents, Project Budgets, Progress Reports (both interim and final), Expenditure Reports, Final Project Reports, Financial Audits, and other relevant project-specific documentation. This phase also involved reconstructing logical frameworks for projects, identifying

[9] Source: https://wedocs.unep.org/bitstream/handle/20.500.11822/35798/MELSAP.pdf

baselines, and mapping results using the indicators outlined in the MELT framework. The desk research provided foundational quantitative data and insights into project effectiveness and outcomes.

Online Survey: A structured self-assessment questionnaire was administered to project focal points (one questionnaire was completed per country) using SurveyMonkey online platform. The survey included a mix of question types: Likert scales, rating scales, binary (yes/no), and open-ended questions to capture both quantitative metrics and qualitative insights. The tool helped to assess project performance, outcomes, and challenges, complementing data gathered through desk research. Follow-up interviews were conducted as needed to clarify responses and ensure completeness and accuracy.

In-Depth Interviews: Semi-structured interviews were conducted with project focal points and representatives of partner agencies, as well as current staff members of the Special Programme Secretariat. These interviews aimed to gather qualitative information that complemented and validated findings from other data sources. On average, three interviews were conducted per country, using various communication platforms such as WhatsApp, teleconferencing, and email to accommodate stakeholder preferences and availability. The discussions focused on key areas such as project milestones, factors influencing success, challenges encountered, and sustainability measures.

Quantitative data were analyzed to calculate metrics and ratings, while qualitative data provided contextual understanding. Triangulation cross-checked findings from multiple sources, ensuring reliability.

4. ASSESSMENT FINDINGS AT AGGREGATE LEVEL

This chapter present aggregated findings from the country-level assessments presented in Sections 7.1 and 7.2 of this report. The analysis focuses on three key areas: the effectiveness of the Special Programme based on the Core Indicator Criteria, the factors influencing project performance, and the sustainability of the results.

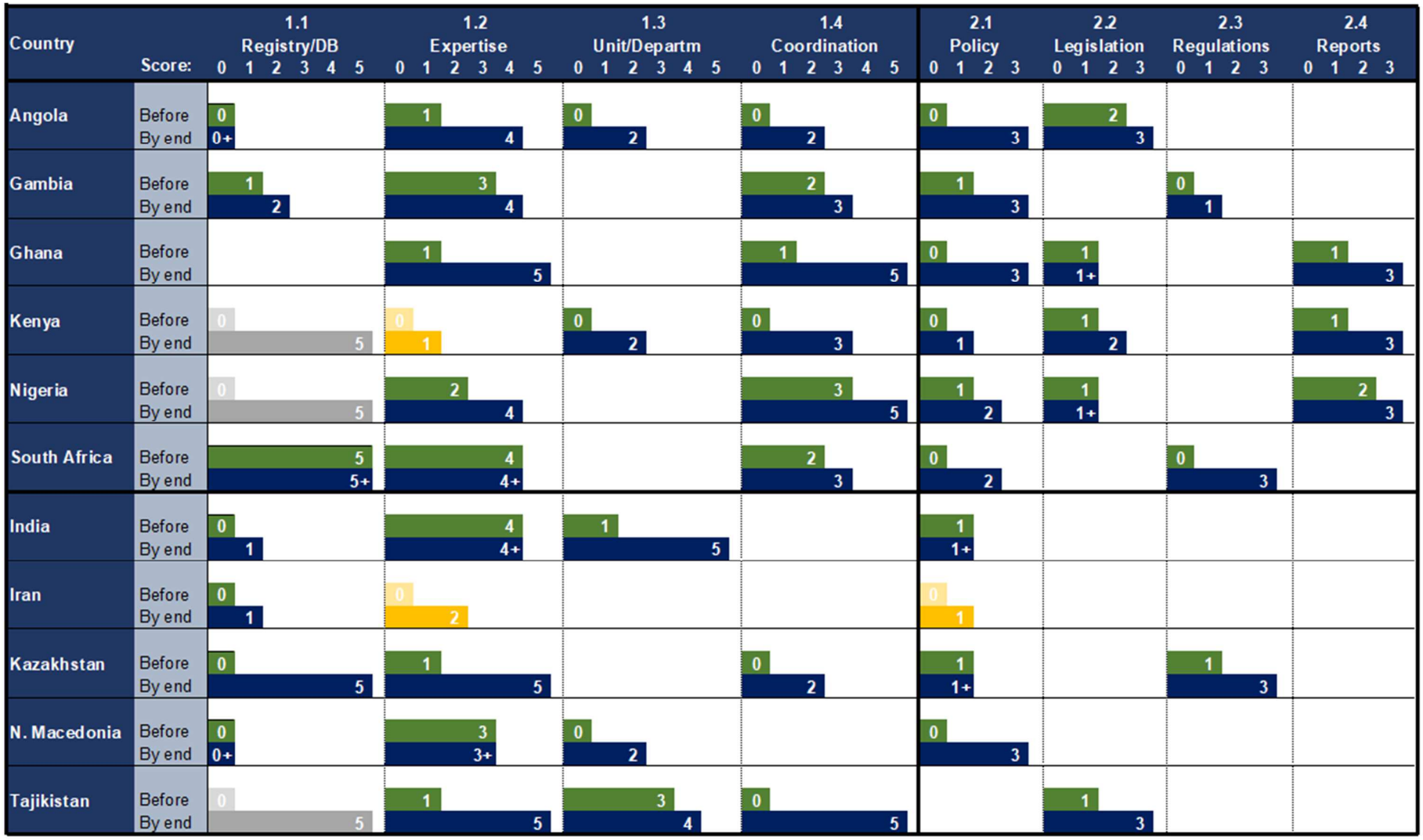
During the assessment, responses were collected and analyzed in a disaggregated manner to account for the perspectives of both men and women. However, the analysis found no significant differences between their views, and the findings reflect this consensus.

4.1. EFFECTIVENESS

The Effectiveness section of the report assesses the extent to which projects under the Special Programme supported national governments in implementing their commitments to the Basel, Rotterdam, Stockholm (BRS) Conventions, the Minamata Convention, and SAICM/GFC. Drawing from the assessment objectives and questions outlined in Chapter 2, it evaluates project interventions in strengthening public institutional capacity, promoting multi-stakeholder collaboration, enhancing legislative and regulatory frameworks, developing national strategies and policies, and fulfilling international reporting obligations—assessed under the eight criteria of the two Core Indicators of the Special Programme.

Figure 1 on the next page illustrates the overall assessment results for eight criteria applied to all evaluated closed projects across 11 countries. The figure highlights the comparative results for each criterion before and after project completion. The rating scale for the first four criteria ranges from 0 to 5, while for the last four criteria it ranges from 0 to 3. Detailed scores for each criterion are provided in the corresponding discussions.

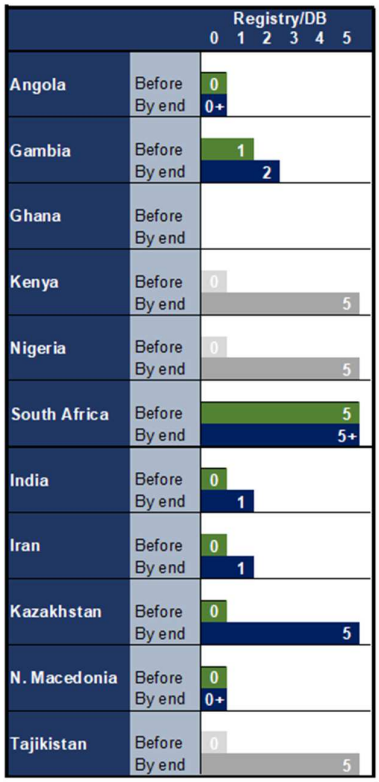
Figure 1. Overall Progress of 11 Closed Projects Across Eight Core Indicator Criteria



Grey color coding: Developed but not operational yet or integrated as planned; **Yellow color coding:** The progress is measured at a non-governmental level.

Core Indicator 1: Extent of strengthened government capacity and coordination mechanism to support development and implementation of National Strategies for Chemicals and Waste Management as a result of funding from the Special Programme.

Progress on Core Indicator Criterion 1.1: Level of development of national chemical/waste database



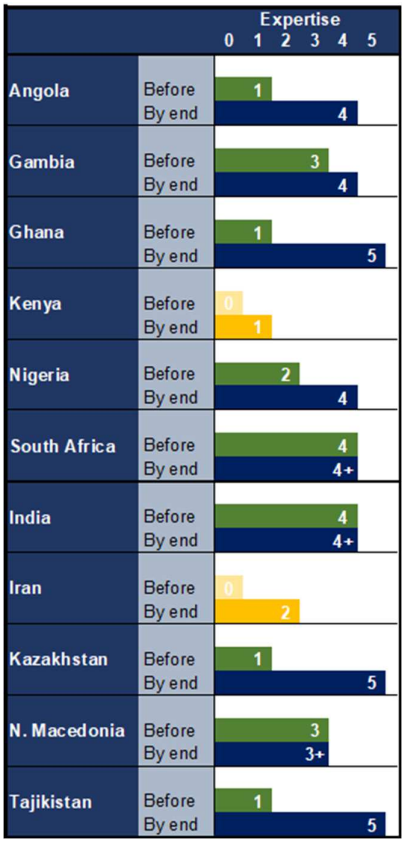
0. No chemical/ waste database exists
1. Chemical and/or waste inventory or databases **exist for one MEA**
2. Chemical and/or waste inventory or databases **exist for 2 MEAs**
3. Chemical and/or waste inventory or databases **exist for 3 MEAs**
4. Chemical and/or waste inventory or databases **exist for 4 MEAs**
5. Chemical and/or waste inventory or databases **exist for all 4 MEAs plus SAICM/GFC**

The assessment of 1.1 criterion shows that ten projects worked on establishing or improving national chemical/waste databases and/or information portals. By the end of the project timeframes, six of these countries demonstrated measurable progress: the project in **Angola** made efforts to gather data on waste streams and conducted pilot studies on marine microplastics, although evidence was not provided, and the score reflects this limitation; **The Gambia** advanced efforts in hazardous waste and asbestos tracking; the project in **South Africa** created a robust database linked to regulatory frameworks for managing emerging contaminants; the project in **India** developed a comprehensive inventory for Persistent Organic Pollutants (POPs) under the Stockholm Convention, employing innovative methodologies to improve monitoring; the project in **Iran** conducted a comprehensive chemical inventory at the Lavan Oil Refinery to identify pollution sources and evaluate chemical management options in line with international conventions; **Kazakhstan** focused on developing a National Profile for Chemicals Management, identifying regulatory gaps and proposing improvements to align with international standards.

The projects in Kenya, Nigeria, Tajikistan, and North Macedonia made efforts to establish information portals to manage chemical and waste data, aiming to enhance coordination and compliance with relevant MEAs. In **Kenya**, the portal's development reached an advanced stage, but legislative approval to finalize its operation remains pending. Similarly, **Nigeria's** portal, although established, has yet to integrate fully with the Ministry of Environment's systems due to technical and administrative hurdles. **Tajikistan** successfully launched the information portal during project implementation; however, it faced challenges in sustaining its functionality because it was not integrated into the relevant government agency's website as planned, leaving it non-operational. **North Macedonia** also worked extensively on developing an information portal, including testing the portal, but it was never operationalized. While initial delays were linked to staffing issues, the subsequent lack of progress over several years highlights deeper systemic and organizational shortcomings that prevented its completion.

As can be seen, a few projects struggled with achieving sustainability and integration into institutional frameworks. To overcome these challenges, future efforts may prioritize embedding portals within institutional mandates, fostering ownership among key stakeholders and securing dedicated funding.

Progress on Core Indicator Criterion 1.2: Level of chemical/waste management expertise



0.	**No** knowledge or expertise available
1.	**Not enough** personnel in **at least one priority Ministry, Department or Agency** have **basic training** in chemical and/or waste management
2.	**Enough** personnel in **at least one priority Ministry, Department or Agency** have **basic training** in Chemical and/or waste management
3.	**Enough** personnel from **1 or 2 Ministry, Department or Agency** have been **trained** in chemical and /or waste management and **know how to apply it into country planning**
4.	**Enough** personnel in **3 or 4 Ministries, Departments or Agencies** have been **trained** in chemical and /or waste management **and can transfer their knowledge** to colleagues for day to day use
5.	**All** the required personnel have **necessary expertise** and **can integrate** chemical management **into the development planning process**

All projects implemented capacity-building activities, leading to varying levels of progress depending on their initial conditions. Some countries started with little to no expertise or minimal capacity (e.g., Angola, Ghana, Kazakhstan, and Tajikistan—excluding Kenya and Iran, as the scores for these countries reflect capacities at the industry level rather than government institutions), while others began with a baseline of trained personnel in specific ministries or departments. Regardless of these starting points, by the end of their projects, several countries progressed to a stage where personnel in multiple government entities were able to apply their knowledge to planning processes (ratings 3–4). A few countries (Ghana, Kazakhstan, and Tajikistan) reached a level where all required personnel demonstrated the necessary expertise and were capable of integrating chemicals management into development planning processes (rating 5).

The focus on government versus non-government stakeholders varied across countries. Most countries prioritized building expertise within government ministries, departments, and agencies. However, India, Iran, and Kenya had a distinct emphasis, directing significant capacity-building efforts toward non-government stakeholders, including academia, industry, and private-sector representatives. This diversified approach broadened the base of expertise and allowed for more inclusive capacity-building outcomes.

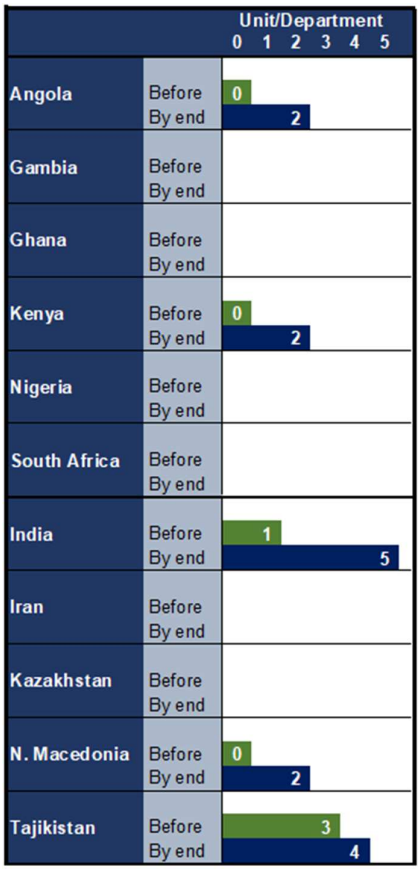
The progress under Criterion 1.2 was achieved through a combination of structured capacity-building initiatives, tailored training programs, and technical assistance. These efforts often included training needs assessments, conducting workshops and training sessions, developing training manuals, and implementing Training of Trainers approaches to ensure knowledge could be disseminated more broadly within institutions. In Nigeria's case, this included institutionalizing training courses. The

project developed national accreditation courses for chemical dealers and prosecutors, ensuring that knowledge transfer and expertise were sustained beyond the project's timeline.

Moreover, in many cases, international expertise was leveraged to enhance the quality and scope of capacity building activities. For example, countries like Nigeria, Ghana, and Kazakhstan collaborated with international experts and/or specialized international organizations such as UNITAR, which provided technical guidance and knowledge transfer to fill critical capacity gaps. Similarly, Kenya benefited from the involvement of the Swedish Chemicals Agency (KEMI), which contributed expertise in developing frameworks for managing chemicals and waste.

In addition to targeted capacity building, the projects placed significant emphasis on raising awareness among broader stakeholder groups, including civil society, industry representatives, and local communities. This was achieved through public campaigns, community outreach, and sensitization workshops. These activities helped to ensure that awareness of chemicals and waste management issues extended beyond government agencies and technical personnel, fostering a more inclusive approach to sustainable management practices.

Progress on Core Indicator Criterion 1.3: Existence and level of development of chemical/waste management unit or department



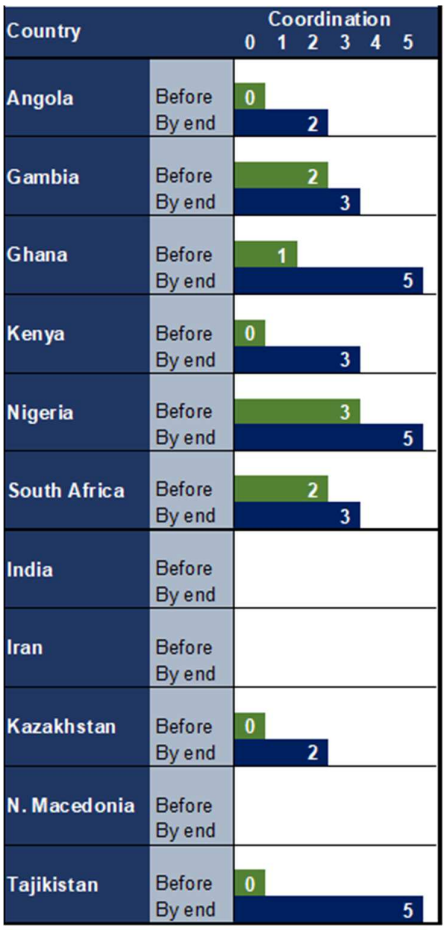
0.	**Nothing** had been done
1.	The Government **decided on a mandate** to establish a unit
2.	The Government developed a **framework document** detailing how the unit would be established and would operate
3.	The unit was **established** and had an **executive director**
4.	The unit was established and had an executive director. In addition, **standard operating procedures** were developed, and **staff** were hired
5.	The unit had all human, financial and physical resources and was **fully operational**

Under Criterion 1.3, which focuses on the development of a chemical or waste management unit or department, only five out of the 11 projects worked on this objective. Progress varied significantly across countries, reflecting different starting points and institutional contexts. **India** was the only country scoring 5. The project there established a fully operational Directorate for Information and Knowledge Sharing within the research institution - implementing organization. The project in **Tajikistan** made recommendations to improve the functioning of a relevant institution, which were later approved.

Angola, Kenya, and North Macedonia began without any existing framework or mandate for establishing dedicated chemicals and waste management units. By the end of their projects, they had developed foundational frameworks or mandates but had not yet operationalized the units. Delays in formal adoption and approval processes were common hindrances. In Angola, a regulation for a Chemicals Management Unit was drafted but not gazetted, delaying its activation. Kenya faced challenges due to shifting government priorities, stalling the operationalization of its planned unit. Frequent leadership changes and institutional restructuring further impeded progress in these countries.

Delays in formal approvals, shifting government priorities, and institutional instability underscore the need for sustained efforts and strategic planning. Future projects may emphasize securing high-level political commitment and ensuring continuity through capacity building.

Progress on Core Indicator Criterion 1.4. Level of development of multi-stakeholder coordination mechanism for chemical/waste management



0.	There was **no** multi-stakeholder coordination mechanism
1.	There was a multi-stakeholder coordination mechanism with **very limited and irregular participation** from Government and non-Government bodies
2.	There was a multi-stakeholder coordination mechanism with **more regular and structured participation** from Government and non-Government bodies
3.	There was a multi-stakeholder coordination mechanism **with regular meetings and adequate** participation from Government and non-Government bodies
4.	There was **coordinated planning and a common knowledge exchange mechanism** in addition to a multi-stakeholder coordination mechanism **with regular meetings and adequate participation** from Government and non-Government
5.	The multi-stakeholder coordination mechanism reached **full maturity** with **full participation** from all Governmental and non-Governmental stakeholders and a **joint community** of practice

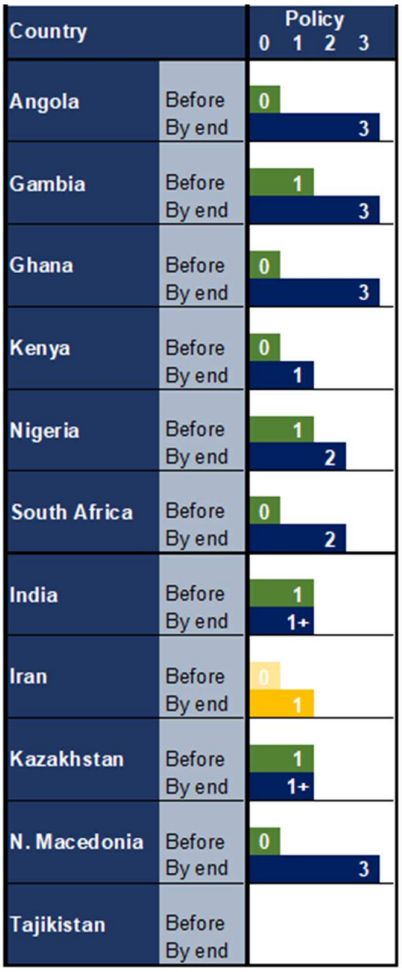
Eight out of 11 countries worked on the development of multi-stakeholder coordination mechanism for chemical/waste management. Countries made varying advancements, with three of them **- Ghana, Nigeria, and Tajikistan -** achieving mature coordination mechanisms and others reaching intermediate stages. Moreover, Tajikistan stands out as the only country with a fully formalized coordination structure by the decree issued by the Committee on Environmental Protection. Furthermore, the example of Ghana shows that multi-stakeholder coordination mechanisms can achieve a high degree of functionality and impact, even without formalization. In Ghana, the project established a Technical Working Group (TWG), which effectively coordinated activities among various stakeholders, including government ministries, technical experts, and non-governmental organizations. The TWG's capacity to foster collaboration and align priorities across sectors was supported by the development of a Harmonized Reporting System, which strengthened inter-agency communication and transparency.

Five countries - **Angola, Gambia, Kenya, South Africa, and Kazakhstan** - achieved intermediate levels of progress, where structured/functional mechanisms were established but lacked institutionalization and full operational maturity. In Kazakhstan, for example, the creation of a working group under the Project Board facilitated technical discussions and input for regulatory frameworks. Nonetheless, the delayed enforcement of the Eurasian Economic Union Technical Regulation (TR EAEU 041/2017) hindered the establishment of a fully operational interagency coordination mechanism. Moreover, government reshuffles and administrative changes often

delayed formalization, as seen in Nigeria's stalled Chemicals and Waste Management Coordination Committee Bill or Kenya's delayed approval of the National Chemicals Policy, which proposed the establishment of a formal coordination structure.

Core Indicator 2: Degree of integration of chemical and waste management into national and sector planning - formally proposed, adopted, or being implemented including required reporting to the relevant Conventions and voluntary reporting to SAICM/GFC

Progress on Core Indicator Criterion 2.1. Level of development and implementation of chemical/waste management policy, plan or strategy



0.	**No** Chemical/Waste Management Policy, Plan, or Strategy exists
1.	A relevant government official, agency, organization or non-governmental entity with decision making authority in its respective legal, regulatory, policy or non-governmental system has **proposed** development of a national plan, policy or strategy for chemical and /or waste management
2.	A relevant government official, agency, organization or non-governmental entity with decision making authority in its respective legal, regulatory, policy or non-governmental system has **adopted** a national plan, policy or strategy for chemical and /or waste management
3.	A relevant government official, agency, organization or non-governmental entity with decision making authority in its respective legal, regulatory, policy or non-governmental system **is implementing** a national plan, policy or strategy for chemical and / or waste management that is **in force**

Ten out of 11 projects worked on developing chemical or waste management policies, plans, or strategies, achieving varying levels of progress.

Four countries advanced to adopting and implementing plans developed through the project. The project in **Angola** facilitated the development of Presidential Decree No. 289/22, which established a multidisciplinary working group tasked with creating a National Plastics Ban Plan, now under implementation. Angola is also implementing the PESGRA strategy for sound chemicals and waste management that the project has contributed to. **Gambia** recently adopted and is implementing a National Solid Waste Management Strategy, which, unlike its predecessor, includes provisions for hazardous waste management, addressing a critical gap in the country's framework. **Ghana** adopted and is implementing a 10-year strategic plan for sound chemicals and waste management. **North Macedonia** is implementing the National Implementation Plan (NIP) under SAICM that the project helped to develop.

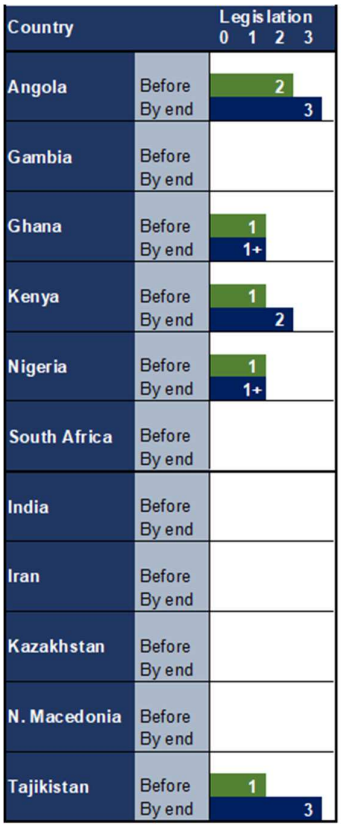
Two countries reached intermediate stages, where plans and policies were adopted. **Nigeria's** National Implementation Plan for Cost Recovery of Chemicals and Waste Management achieved

technical adoption. **South Africa** adopted its National Implementation Plan (NIP) for managing and phasing out emerging contaminants, such as endocrine-disrupting chemicals (EDCs) and highly hazardous pesticides (HHPs), but its implementation requires the development of specific regulations.

The remaining four countries - Kenya, India, Iran, and Kazakhstan - developed policies and plans but had not secured formal approval by the project's conclusion. **Kenya's** National Chemical Policy was validated by stakeholders and progressed to the ministerial level, but formal approval was delayed by a cabinet reshuffle. **Iran** formulated specific recommendations for improved environmental management practices in the oil industry. **Kazakhstan** facilitated the preparation of a Road Map for the Development of the Chemical Industry, which awaits formal endorsement. In **India**, the project supported the development of a prioritized list of actions to reduce and eliminate POPs and hazardous wastes, which was *reportedly* fully adopted.

These examples highlight the importance of technical guidance, stakeholder engagement, and political stability in advancing the development and approval of policies and plans. While progress was achieved in drafting and adopting key frameworks, delays in formal approvals due to political changes and administrative restructuring in a few countries (e.g. Angola and Kenya) underscore the need for proactive measures. Future efforts may prioritize fostering cross-sectoral collaboration and building resilience to political and institutional shifts to ensure timely adoption and implementation of critical policies.

Progress on Core Indicator Criterion 2.2. Level of development of legal framework/primary legislation



0.	**Nothing** was done
1.	The relevant authority **proposed** to integrate the MEAs into national legislation
2.	The integration of the MEAs into national legislation was **adopted**
3.	The MEAs were integrated into national legislation and being **implemented**

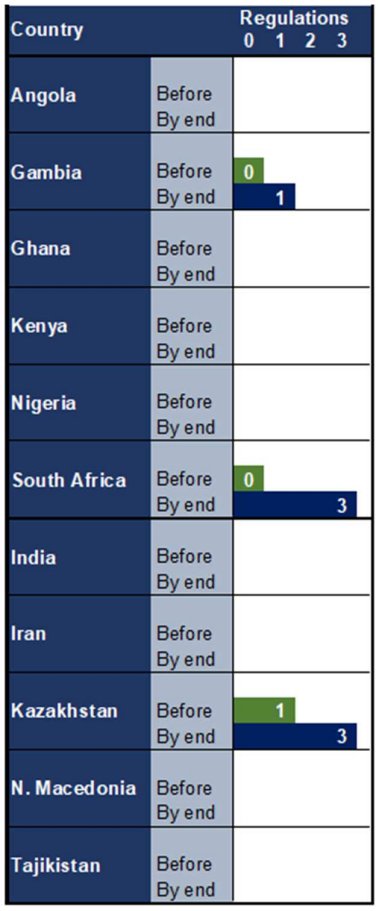
Five countries out of eleven worked on integrating the MEAs into national legislation. Angola, Kenya and Tajikistan made notable advancements, each integrating specific MEAs into national frameworks. **Angola** progressed by integrating the Basel and Stockholm Conventions into its legislation, emphasizing responsible chemicals management in its National Development Plan (2023–2027). These efforts included new licensing requirements for certain economic activities, marking significant mainstreaming of chemicals and waste management. The project in **Kenya** took preparatory steps for the ratification of the Minamata Convention by facilitating discussions, developing Cabinet-level documents, and securing official approval for advancing the treaty process. The project's groundwork was pivotal, culminating in ratification a year after project completion in 2023. In **Tajikistan**, the project contributed to developing legal instruments for improving the implementation of Basel and Stockholm Conventions and significantly strengthened the legal framework for chemicals and waste management, culminating in the ratification of the Rotterdam Convention in October 2024.

Ghana and Nigeria have both advanced to intermediate stages in aligning their national legislation with Multilateral Environmental Agreements (MEAs) by drafting important legislative documents, yet both lack formal adoption. **Ghana** developed the Industrial and Consumer Chemicals Bill, and **Nigeria**

proposed a Chemicals and Waste Management Bill to integrate MEAs into national law, but formal legislative approval remains pending.

The progress in these countries highlights the challenges of navigating complex legislative processes, including disruptions from changes in key personnel, delays due to government reshuffles and legislative bottlenecks, and the critical need for high-level political commitment, inter-agency coordination, and consistent institutional support. While drafting legislation within a typical three-year timeframe is achievable, formal enactment often demands longer timelines and sustained advocacy efforts.

Progress on Core Indicator Criterion 2.3. Level of development of regulatory framework/secondary legislation



0.	**Nothing** was done
1.	The relevant authority **proposed** to develop regulations
2.	The regulations were **adopted**
3.	The regulations were in place and being **implemented**

Three countries, **Gambia, Kazakhstan and South Africa,** worked on developing regulatory frameworks or secondary legislation to strengthen chemicals and waste management, achieving varying levels of progress.

In **Gambia**, the project introduced a draft National Asbestos Management Regulation under the Hazardous Chemicals and Pesticides Control and Management Act. This regulation, along with a technical guideline for enforcement, is awaiting formal enactment since 2023.

In **Kazakhstan**, the project developed and is implementing regulations for managing persistent organic pollutants (POPs), including "Rules for handling POPs and wastes containing them," approved in 2022. However, other proposed regulations, such as those addressing hazardous waste record-keeping, remain pending approval.

South Africa revised and is implementing regulations for phasing out lead in paint, setting permissible lead concentrations to 90 ppm and designating lead as a hazardous substance. The project supported enforcement through capacity-building activities, such as training officials on the use of handheld XRF analyzers for lead detection, enhancing compliance monitoring.

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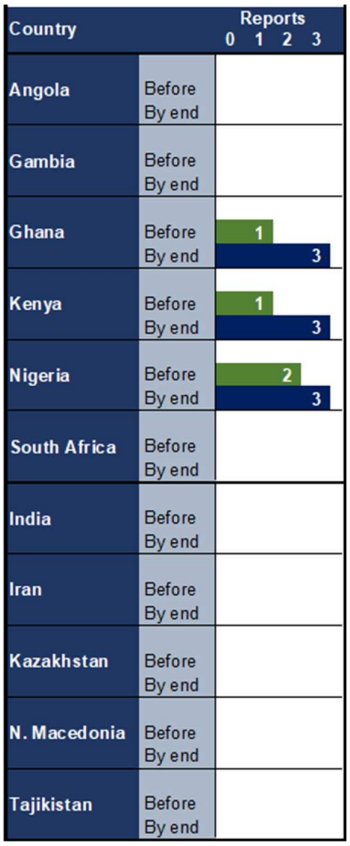
Progress on Core Indicator <u>Criterion 2.4.</u> Submission of reports to MEAs to which the country is a party



0.	**No** reports were submitted
1.	Reports were **partially completed** and **delayed**
2.	Reports were submitted on time, yet they were **partially completed**
3.	Reports were both **complete** and submitted **on time**

Three countries - **Ghana, Kenya, and Nigeria** - worked on the submission of reports to MEAs, demonstrating substantial progress.

In **Ghana**, the project successfully facilitated the submission of all outstanding chemicals and waste-related reports for the Basel, Stockholm, and Minamata Conventions. This achievement was supported by the development of a harmonized reporting system, which streamlined data collection, improved transparency, and enabled inter-agency collaboration.

Kenya submitted reports for the Basel Convention (2020), Stockholm Convention (2018 and 2022), Minamata Convention (2020), and Rotterdam Convention (2019 and 2020). **Nigeria** submitted its first comprehensive national report to the Minamata Convention in 2021, covering the period from August 2017 to December 2020. It also met Basel Convention reporting requirements for 2020. These accomplishments reflect the project's efforts on building capacity, stakeholder engagement and aligning national practices with international standards.

4.2. FACTORS AFFECTING PERFORMANCE

Gender

The Framework for Assessing Gender Integration in SP Projects uses a six-level rating scale[10], from Gender Neutrality (Level 0) to Transformative Gender Impact (Level 5). The assessment showed that most projects achieved Level 3: Gender Responsiveness, which focuses on targeted gender measures, such as integrating gender-specific considerations into policies, addressing differential vulnerabilities, and promoting gender equity in capacity-building efforts.

Framework for Assessing Gender Integration in SP Projects

Level 0: Gender Neutrality - No gender considerations are included; activities and policies treat all stakeholders uniformly without acknowledging specific gender-related needs or disparities.

Level 1: Awareness and Data Disaggregation - Collection of sex-disaggregated data to report on gender participation or other issues.

Level 2: Equitable participation of women and men - Ensuring equitable participation of women and men (e.g., 50/50 gender representation in trainings and workshops).

Level 3: Gender Responsiveness - Development of targeted gender measures, e.g. policies that address specific gender-based needs or vulnerabilities (e.g., women's exposure to chemicals in certain industries).

Level 4: Support for Attaining Gender Equity - Allocation of specific budgets and implementing measures to reduce gender inequalities in chemical and waste management.

Level 5: Transformative Gender Impact - Implementation of gender-specific policies and initiatives leading to measurable reductions in disparities, such as improved health outcomes or economic opportunities for women.

All projects, with the exception of two projects in Nigeria and North Macedonia were Gender Responsive. Several projects implemented targeted gender-responsive measures. In **Angola**, the project developed a Gender Action Plan from the outset to promote gender equity throughout its implementation. In **The Gambia**, the project targeted rural women in gardening and farming, training them on safer agricultural practices, waste management, and asbestos risks. In **Ghana**, gender considerations were systematically integrated into the SMCW strategy and training materials. In **Kenya** gender considerations were incorporated through awareness campaigns focused on women's health, particularly addressing the impacts of chemicals like mercury. In **South Africa**, the project addressed gender-specific chemical exposure risks through awareness initiatives and training women in farming on safer practices. In **India** a study explored gender roles in hazardous chemicals management, while another study examined differential POP health impacts on men and women. These studies, alongside a gender mainstreaming workshop, highlighted the lack of gender-responsive approaches, though follow-up actions remain unclear. In **Iran** the project identified gender disparities in employment at the Lavan Oil Refinery and recommended vocational training and workforce integration for women, embedding gender considerations into corporate social responsibility programs. In **Kazakhstan** Gender aspects were systematically addressed in legislative reviews, capacity-building initiatives,

[10] This scale was developed and adapted by Felix Herzog, the Special Programme's M&E Officer, drawing on the United Nations Evaluation Group's guidance document on human rights and gender equality.

and public awareness campaigns, explicitly targeting women's needs and participation in decision-making. In **Tajikistan** the project emphasized women as agents of change in its activities.

Two projects were rated at Level 2: Equitable Participation. The **Nigeria** project encouraged female participation in SMC-related roles and advocated for more women in coordination mechanisms. In **North Macedonia**, over half of project participants were women, showcasing active engagement in chemicals and waste management activities.

It is worth noting that in all eleven projects, women's participation often exceeded one-third and, in most cases, was significantly higher. Moreover, many projects incorporated gender considerations at the design stage, with project documents often emphasizing efforts to involve women. These included mechanisms such as gender-disaggregated data collection, gender-responsive capacity-building, and tailored policies. Overall, the projects demonstrated progress in promoting gender equity and addressing disparities, particularly through targeted actions and inclusive participation strategies.

Vulnerable Population Groups

Two SP projects incorporated measures to address the needs of indigenous peoples, ethnic minorities, and vulnerable populations. These projects explicitly considered local languages and traditional knowledge, recognizing the importance of context-sensitive approaches.

In **Angola**, ethnic languages were employed to raise awareness about chemicals and waste management issues among minority communities. According to project documents, the project also integrated traditional knowledge into waste management strategies.

In **The Gambia**, outreach efforts included radio discussions in local dialects and direct engagement with stakeholders in their communities, such as pesticide vendors at weekly markets. These tailored approaches were instrumental in overcoming communication barriers and fostering greater participation from vulnerable groups.

These examples highlight the critical role of localized and inclusive communication in engaging marginalized populations.

Socio-political and Institutional Factors

The implementation of the SP projects was influenced by the socio-political environment in participating countries, which either facilitated or hindered progress to varying degrees. The implementation of SP projects was notably facilitated in countries with relatively stable socio-political environments and consistent institutional support. In **Tajikistan**, stable and committed institutions supported the successful ratification of the Rotterdam Convention. Similarly, in **South Africa**, the project benefited from a stable political environment and steady institutional backing, allowing for legislative updates. These cases highlight the positive impact of political stability and high-level commitment on advancing chemicals and waste management initiatives.

In **Nigeria, India, Iran, and Kazakhstan**, no socio-political impacts were reported during the implementation of SP projects

Minor impacts: In **Ghana**, a change in the head of a key institution caused a minor delay in implementation, while changes in representation from key ministries and agencies led to a minor loss of institutional memory, though consistent stakeholder engagement helped mitigate this.

Moderate to Substantial Impacts: Political and administrative changes posed challenges in four countries. In **Angola**, frequent leadership changes within the Ministry of Environment and structural reorganizations slowed the pace of achieving project results. Similarly, **The Gambia** experienced delays due to the 2021 national presidential election and subsequent parliamentary elections, which disrupted planned activities and required extension. Administrative changes within the responsible ministry further compounded these delays. In **Kenya**, the formation of a dedicated chemical management unit was stalled due to shifting government priorities, although the developed TOR was later repurposed for a combined chemicals and biodiversity unit. Meanwhile, in **North Macedonia**, frequent leadership changes within the Ministry of Environment and Physical Planning moderately disrupted project implementation. Elections also delayed wider consultations on the updated National Action Plan (NAP), affecting the timeline of key activities.

These examples illustrate the role that socio-political and institutional factors played in shaping the outcomes of SP projects. Overall, consistent political commitment, stable institutional arrangements, and the inclusion of high-ranking decision-makers were critical enablers for effective implementation, while government reshuffles, frequent leadership changes, and electoral disruptions posed challenges to timely implementation of SP projects, and in some cases led to the non-approval or incomplete formalization of critical frameworks and mechanisms.

Financial Factors

The implementation of **three SP projects** was hindered by financial constraints and delays in fund transfers, which impacted the timely execution of activities. For the project in **Iran**, economic sanctions delayed access to financial resources, disrupting project momentum despite collaborative efforts among stakeholders to mitigate the impacts. In the case of **Angola** project, changes in the implementing partner's bank account caused significant delays in fund transfers, requiring multiple attempts over several months to complete transactions. In The **Gambia**, lengthy fund disbursement processes from the SP Secretariat affected the timely execution of the project activities.

Covid Pandemic

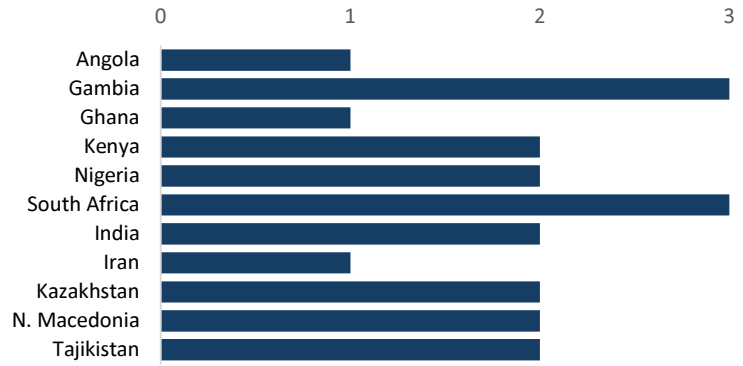
The COVID-19 pandemic significantly affected the implementation of SP projects across **all participating countries**, causing delays, disruptions, and adjustments to planned activities. Key challenges included restrictions on movement, suspension of in-person meetings, workshops, and training sessions, and limitations on stakeholder engagement. In some cases activities, such as fieldwork and surveys, were severely disrupted or postponed, requiring project extensions to accommodate delays. The pandemic also led to operational difficulties, such as office closures and interruptions to essential tasks.

To mitigate these impacts, projects adapted by shifting to virtual or hybrid formats for meetings, consultations, and training sessions. Online tools enabled continuity where possible, allowing stakeholder engagement and capacity-building activities to proceed in adjusted formats.

4.3. SUSTAINABILITY

The projects under review did not have explicit exit strategies. However, all projects adopted measures aimed at ensuring the sustainability of results achieved during implementation. These measures included: a) securing funding for continued activities through national budget allocations or international support; b) embedding project outcomes, such as strategies, policies, and action plans, into national frameworks; c) training stakeholders to maintain institutional capacities and implement MEA obligations.

Project Sustainability Rating	Percent	#Projects
1. Projects with results partially maintained	27%	3
2. Projects with results mostly maintained	55%	6
3. Projects with results fully maintained	18%	2
Total	**100%**	**11**



The likelihood of sustaining project results varied across countries based on domestic measures and financial commitments.

As can be seen from the table and figure above only The Gambia and South Africa were able to fully maintain the results achieved by their projects. In **The Gambia**, the project strengthened an existing multi-stakeholder coordination body for chemicals management, enhancing human resource capacity to implement MEAs. The solid waste and asbestos regulations developed during the project embedded the implementation and enforcement plans, ensuring their application. Additionally, a follow-up SP project, starting in 2025, aims to build on these achievements and further strengthen the country's capacity for environmentally sound chemicals and waste management. In **South Africa**, the sustainability of results is evident through the continued functioning of structures established during the project. The National Implementation Plan (NIP) for managing emerging contaminants is being implemented, and the Multi-Stakeholder Committee on Chemicals Management (MCCM) remains operational. The government procured additional XRF instruments for regulatory enforcement and continues to train customs officials on their use, supporting long-term compliance. Ongoing capacity-building initiatives ensure sustained enforcement of lead in paint regulations and broader awareness of chemical safety, reflecting the project's enduring impact.

Six countries were able to maintain most results achieved by their projects. A common factor across these countries was the embedding of key outcomes into institutional frameworks and practices, though challenges such as limited financial resources, incomplete adoption of policies, and institutional shifts hindered full sustainability. In **Nigeria**, for example, structured accreditation courses for chemicals management professionals and knowledge-sharing platforms were

maintained. However, the implementation of a cost-recovery system remains incomplete, and budget constraints limit the expansion of project outcomes. In **North Macedonia**, project activities were embedded into the National Implementation Plan (NIP), and budget allocations ensured some continuity. However, trained personnel and key initiatives face risks due to resource limitations and staff turnover. In **Kenya**, The Responsible Care Program has proven sustainable, with industries continuing its implementation through long-term plans and external funding, including support from the US government. Additionally, Kenya has begun implementing a second SP project to build on the results of the first, though the approval of the National Chemical Policy by the Cabinet will be essential for developing the chemicals strategy under this new initiative. In **India**, the results obtained by the project are largely maintained, with full financing secured to sustain the achieved outcomes. Funds have been obtained through GEF projects, such as the one for the renewal of the National Implementation Plan (NIP) under the Stockholm Convention. In **Kazakhstan**, the results are mostly maintained, with two regulations approved, stakeholders having access to the national profile and many project-produced awareness materials, and the majority of trained staff remaining in their positions. In **Tajikistan**, while most project results are being sustained, the information portal, a key component for knowledge sharing, is no longer functional.

Three countries - **Angola, Ghana and Iran -** were able to partially maintain the results achieved by their SP projects. Common challenges included financial constraints, institutional shifts, and limited follow-up mechanisms by the government, which hindered the full integration of project outcomes into national systems. However, Ghana adopted the 10-year strategic plan (2021–2030) on Sound Management of Chemicals and Waste (SMCW) the implementation of which presents a significant opportunity to ensure long-term sustainability. In **Angola**, financing is secured to maintain basic project results through state funding for key institutions like the National Institute for Environmental Management and the National Agency for Waste Management. In **Iran** the government is committed to providing in-kind financing to sustain project results, and the Research Institute of Petroleum Industry plans to make the most of the capacities developed during the project, to address challenges across various sectors of the oil industry.

5. LESSONS LEARNT

This section updates the lessons learned from the first assessment of closed projects, retaining all the original lessons that remain relevant to the currently assessed SP projects and expanding them with new insights derived from this assessment. The new lessons are highlighted with a blue font and may include examples drawn from the assessed projects.

MANAGEMENT STRUCTURE

- Having **high-level coordination** by a top-ranking government institution - such as vice president's office, minister's office or national committee - contributes to the efficient project implementation. Possible examples are:
  - A Project Steering Committee composed of senior officials from relevant government ministries oversees the project progress and endorses the annual work plans.
  - A government institution with ministry status oversees the implementation of the project and secures government support from other ministries.
- Creating a **Project Management Unit** supports having an effective implementation of the project activities and of the associated domestic measures.
- Having a **project team comprising staff drawn from different entities** ensures that different skills, knowledge, and expertise for SMCW are covered. It contributes to overcoming the siloed approach of institutions, confers ownership and strengthens sustainability.
- Having a project team with **well-defined realistic responsibilities** based on their area of expertise is critical to avoid having activities not being implemented or implemented with delays.

COORDINATION

- **Multi-stakeholder coordination mechanisms** facilitate the alignment of national efforts with the requirements and expectations of MEAs and reinforce the achievement of MEA objectives.
- Establishing a coordination mechanism for the implementation of the BRS Conventions and Minamata Convention enables policy makers and other stakeholders to effectively monitor and support the implementation of the conventions at the country level.
- Bringing diverse governmental stakeholders together for **joint work** and capacity building events helps to build partnerships and inter-governmental cooperation, understand each other's challenges and jointly find possible solutions.
- **Highly participatory processes** with wide participation of government and non-government actors ensure that the project activities respond to the needs of the users and promote the sustainability of results.
- For SP projects with an external implementing agency - be it a UN entity, an NGO or a public association - **close collaboration** between the government and the implementing agency strengthens effectiveness, ownership and sustainability.
- Coordination bodies can function well even without formal legal backing in the presence of projects, though **legal backing is essential for their sustained functioning** beyond project timelines.

COMMUNICATION AND AWARENESS RAISING

- Developing tailored communication materials in partnership with NGOs or associations improves outreach to target audiences.
- Adapting communication strategies to **local contexts**, by incorporating traditional knowledge, local languages, and culturally relevant methods, enhances public awareness, stakeholder engagement, and support for implementing proposed policies and measures.
- Raising awareness among legislators, the private sector, and the general public about the importance of importance of the SMCW can:
    - Increase the likelihood of passing supportive laws.
    - Boost public involvement in sustainable chemicals production and consumption.
    - Reduce health risks caused by chemicals.

PROJECT ELEMENTS

- The simpler and more straightforward the results are formulated in the **logframe**, the clearer it is to make the connection between the different project activities and outputs and the easier it becomes to monitor and report on the results.
- **Training government officers** on chemicals and waste management and MEA reporting strengthens compliance, enhances project outputs, and builds sustainability.
- **Preliminary studies and baseline assessments** help identify capacity and policy gaps and develop tailored capacity-building plans and legislative changes.
- **Legislative and policy work** within a project's timeframe requires realistic expectations, persistence and advocacy, as drafting and adopting policies often extend beyond project timelines[11], highlighting the need for sustained post-project engagement.
- **Fostering local ownership** by encouraging local stakeholders to lead initiatives ensures long-term sustainability. In Kenya the Responsible Care Program promoted industry-led efforts, with the Kenya Association of Manufacturers taking ownership of implementation, mobilizing resources, and expanding activities.
- Flexibility in project implementation and **adaptive management** help mitigate, and where possible, overcome unforeseen challenges. For example, in North Macedonia, COVID-19-related restrictions led to reallocating funds to develop a portal for chemical management.
- **Trust-building** and inclusivity enhance project outcomes: In Iran, collaboration with community and religious leaders fostered trust and improved project acceptance.
- In order to properly **address the specific risks and needs of women and vulnerable groups** - such as indigenous peoples – the projects need to ensure adequate participation in project activities of these social groups and tailored content needs to be developed.
- The likelihood of a project being implemented in a timely manner is increased when clear **mitigation measures** are included at the planning stage, considering among others how to overcome:
  - administrative delays for setting up the project, and

[11] Drafting policies and legislation involves complex legislative processes. These often include extensive stakeholder consultations, reviews by legal experts, and negotiations among government agencies, which can be time-consuming. Additionally, political changes, administrative delays, and shifting government priorities can further hinder progress. Ensuring high-level political buy-in, fostering inter-agency collaboration, and maintaining consistent advocacy are essential to keep legislative efforts on track.

- relying on very few staff with strong SMCW expertise who might leave or fall ill affecting the continuity of the project.

- Including in each activity how its results will be maintained is crucial for a strong **exit strategy** and ensuring project sustainability. Early integration of tools and frameworks into government systems is essential for continuity. For example, in Tajikistan, the planned integration of the information portal into the Ministry of Environment's website would have sustained its functionality, but delays underscored the importance of securing early buy-in.
- Dedicated maintenance is essential for **digital platforms**. Integrating them into national systems, securing resources, and establishing clear roles for upkeep ensures they remain relevant tools for stakeholders.

FINANCING

- **Public awareness** campaigns and capacity building activities contribute to enhancing the likelihood of being able to mobilize private funding for the SMCW.
- **Enforcing new laws and regulations** on the SMCW can be used to create a new source of funding for the SMCW.
- Implementing SP projects in parallel or in **partnership with other internationally funded projects** creates synergies. This contributes to the efficient use of financial resources and to maximize the impact.
- When the technical capacities or financial means of a government are not sufficient, **support from stakeholders and development partners** can play an important role to sustain project results.
- **Diversification of funding mechanisms** is the key to sustained results. Leveraging partnerships, enforcing regulations (e.g. permits, licenses, fines), and generating revenue through capacity-building initiatives, such as accredited fee-based training courses, can create sustainable funding sources for SMCW initiatives. For example, accredited fee-based training courses for chemical dealers and prosecutors could provide a reliable source of revenue in Nigeria. Similarly, collaborative efforts between governments and private sector stakeholders, combined with cost-recovery systems, could ensure the continuity of results beyond the funding period.

SPECIFIC CIRCUMSTANCES

Little national expertise available

- In the specific circumstances when national experts cannot be found, access to international expertise and technical assistance can be important to:
  - ensure the soundness of certain project deliverables, such as chemicals and waste databases or strategies/policies for the SMCW;
  - strengthen the capacities of national staff to implement the BRS Convention and Minamata Conventions and/or become national trainers.
- **External expertise, when applied collaboratively** (l**everaging international and national expertise**) can strengthen project deliverables, enhancing local ownership and impact: in Nigeria, UNITAR's involvement in training and strategy development strengthened project outputs and tailored deliverables to align with national priorities.
- Well-organized study visits to other countries and projects can foster learning and gives incentives to replicate successful practices.

Political changes or political/social instability

- In the context of political changes and social or political unrest, the involvement of an established NGO in the country or an international organization can be beneficial to secure institutional legacy of the project and to build upon the project results.
- In contexts where there is high turnover of high-ranking officials, the involvement of mid-level government staff is essential to ensure continuity, ownership and sustainability of the project results.

Project facing implementation challenges

- During the implementation reaching out regularly to the SP Secretariat - beyond just submitting the annual progress reports - is useful to obtain possible guidance when projects face difficulties.

RELATED TO SPECIAL PROGRAMME SECRETARIAT

- Turnover of Special Programme Secretariat staff affected in some cases the fluidity of the communication between the project teams and the Special Programme Secretariat.
- Learning from the achievements of other SP projects could be useful for tapping into previous successful experiences, especially in technical areas such as:
    - Methodologies for databases
    - Knowledge Toolkits about SMCW
    - Policies and action plans
    - Strategies for ratifying the MEAs
- Having the achievements of projects accessible online could be a very efficient way to share best practices and showcase results.
- The monitoring of results could be improved when project focal points are introduced on how to best monitor them by using the Core Indicators.

6. RECOMMENDATIONS

6.1. RECOMMENDATIONS TO THE SP SECRETARIAT

Recommendation 1. Enhance the support to existent and potential partners by

a. **Increasing the number of support personnel at the SP Secretariat:** The current workload of programme officers, who manage up to 20 projects each, may limit their capacity to comprehensively monitor[12] and provide necessary support to programme counterparts (see the point below). To enhance oversight and ensure projects receive adequate guidance, it may be beneficial to increase the number of support personnel at the SP Secretariat. This would enable more focused attention on each project, improving both monitoring quality and the timely provision of technical and advisory assistance.
b. **Proactively facilitating advisory services for partner organizations:** It is recommended that UNEP takes a more proactive approach in offering advisory services, as outlined in PCA clause IV.6[13], where UNEP is responsible for facilitating access to information, advisory services, and professional support. This could include regularly reaching out to project focal points to ask if they require access to such services and ensuring that UNEP maintains an updated and accessible database that outlines which advisory services are available and who within UNEP or other United Nations organizations can provide specific technical or professional support. This proactive engagement would help ensure that partners are fully utilizing the resources available to them and streamline the process of accessing external expertise when necessary.

Recommendation 2. Enhance projects funding environment and conditions

a. **Allowing longer PCA durations while maintaining the initial implementation period of 3 years:** The typical 2-3 year project implementation period often proves insufficient, particularly for initiatives involving the development, review, and adoption of complex policy and legislative documents. These processes require extensive stakeholder consultations, legal reviews, and government approvals, which are frequently delayed by leadership changes or shifting political priorities. While maintaining the initial 3-year implementation timeframe, having longer PCA durations (e.g., 5 years) could minimize the need for frequent amendments, reducing administrative burdens for both SP Secretariat staff and counterparts.
b. **Strengthening financial disbursement and verification processes:** To ensure accountability and the completion of deliverables, every subsequent tranche during project implementation should be strictly contingent upon the successful submission of and verification of all required documents, including all the annexes. It is recommended that the SP Secretariat conduct a thorough review of all submitted documentation, particularly those listed under the 'means of verification' section in Annex A of the PCAs, before approving subsequent fund transfers. This review should confirm not only that the required documents are available and accessible but also that the deliverables meet the minimum standards for content and format[14].

[12] Country findings indicate that monitoring efforts often involve thorough reviews of project deliverables. This includes verifying details such as the online availability of decrees, ensuring the functionality of links, and checking the content of submitted documents for ensuring that studies are not overly brief and that strategies are in an appropriate format, actionable documents rather than PowerPoint presentations.
[13] "UNEP will facilitate access to information, advisory services, technical and professional support available to UNEP and will assist the Partner to access the advisory services of other United Nations organizations, whenever necessary"
[14] In some cases, deliverables submitted by project focal points, such as studies or strategies, have lacked sufficient detail or scope.

c. **Developing requirements for financing pilot activities within the projects:** It is recommended that SP Secretariat establishes establish clear guidelines for financing pilot activities within SP projects to ensure their effectiveness and value. These guidelines may include criteria such as replicability, upscaling potential, sustainability, strategic alignment, and innovation. Additionally, pilot activities must incorporate mechanisms for capturing lessons learned, integrating findings into relevant strategies or policy documents, and effectively communicating results to stakeholders.

Recommendation 3. Enhance M&E and learning activities by:

a. **Fine-tuning the Core Indicator framework and methodology for their assessment.** Further discussions may be necessary to refine the indicator framework, particularly to enable the independent assessment of intermediate outcomes, which are currently integrated within the core indicators (refer to Annex 8.4). This restructuring may also entail the development of a composite outcome-level indicator or index.
b. **Enhancing project oversight through on-site monitoring by SP Staff:** On-the-ground oversight by Special Programme (SP) staff is important to ensure effective project implementation. In-person visits provide an opportunity to engage directly with local stakeholders, participate in key events, and observe project activities firsthand, which is often difficult to fully capture remotely. These visits may enhance communication, offer better insights into challenges, allow for timely support and feedback, help in validating reported progress and demonstrate the funder's commitment, which can, in turn, increase the project's visibility and priority at the governmental level.
c. **Increasing the frequency of reporting by country counterparts:** As believed by the SP Secretariat, it would be advisable to increase the reporting frequency to twice a year rather than annually. This would allow for more timely tracking of project progress and challenges while the information is still fresh, ensuring a more accurate reflection of the current situation. Additionally, biannual reports are typically less lengthy, making them easier and quicker to prepare compared to one comprehensive yearly report. With more regular oversight, project stakeholders can more promptly address any emerging issues or delays and improve the effectiveness.
d. **Facilitating improvements in the quality of project evaluation reports:** It is recommended that a standardized template be developed for project evaluation reports, accompanied by clear guidelines and instructions on how to conduct evaluations of funded projects. This template should emphasize evidence-based reporting, providing evaluators with a structured approach that goes beyond the content typically found in progress reports, ensuring that key project outcomes, challenges, lessons learned, and recommendations are thoroughly analyzed and substantiated.
e. **Further strengthening project managers' M&E skills:** It is recommended to enhance project managers' skills in Monitoring and Evaluation (M&E), with a particular focus on documenting project successes, clearly distinguishing between outputs and outcomes, and improving the overall reporting quality. This would ensure that project achievements are better captured and communicated, allowing for a more comprehensive assessment of impact and progress through the Core Indicator Scorecards.
f. **Enhancing knowledge sharing on the SP Website and across countries:** The Special Programme (SP) may consider further enriching its website with case studies, best practices, and lessons learned from completed projects. Additionally, as suggested by SP staff, consolidating successful policies, strategies, and training materials would enable countries and project implementors to adapt these resources to their contexts, avoiding the need to reinvent the wheel. This approach would foster collaboration, facilitate knowledge exchange, and enhance the impact of SP-funded projects.

6.2. RECOMMENDATIONS TO THE PROJECT TEAMS

Recommendation 1. Improve Project Planning by aassessing the capacities and identifying external resources: Ensure that project developers assess in-house capacities early on, and where gaps are identified, external expertise (e.g., UNITAR or similar agencies) should be sought. Engaging external experts can help in areas where national expertise is limited, ensuring that the project is supported by the necessary technical and professional capacity.

Recommendation 2. Improve project management by:

a. **Clearly differentiating the oversight responsibilities of the Project Steering Committee (PSC) and the implementation functions of technical and/or coordination bodies**: This separation prevents potential conflict of interest[15] and ensures that the PSC remains focused on strategic guidance while technical bodies handle operational tasks.
b. **Avoiding overlapping responsibilities when identifying individuals for PSC and technical or coordination bodies:** It is important to assign different individuals to the Project Steering Committee (PSC) and the technical or coordination bodies to prevent role confusion and streamline decision-making. Although both bodies may include representatives from the same agencies, having distinct individuals in each group allows for clearer focus on their respective mandates. In cases where expertise or personnel is limited, exceptions may be made, but careful consideration should be given to prevent overlapping responsibilities and challenges in decision-making.

Recommendation 3. Improve quality of results by:

a. Seeking outside expertise or technical assistance when necessary: Projects may seek external consultants or specialized agencies when in-house expertise is limited, especially for highly technical areas such as policy development, strategic planning, and database creation. Lessons learned highlight that when technical assistance is delivered in partnership with local stakeholders, it not only ensures greater quality of results but also fosters ownership and builds the capacities of national stakeholders, enhancing the relevance and sustainability of the outcomes.
b. Considering the successes of other initiatives and adapting the approaches and solutions to their own contexts. Learning from effective practices elsewhere reduces duplication of effort and enhances the likelihood of achieving impactful results.

Recommendation 4. Improve project sustainability by:

a. **Developing exit strategies:** Focus on institutionalizing project outcomes, such as integrating a chemicals management database into the operations of the relevant government agency, supported by robust legislative and institutional backing[16]. Build capacities to sustain activities through approaches like Training of Trainers and continuous education courses, and identify long-term funding sources to maintain momentum. Exit strategies should clearly outline how activities and benefits will continue after the project ends.
b. **Developing costed and realistic action plans and strategies with identified sources of financing**. Ensure that each action plan developed under the project (e.g., for SMCW policy implementation) is detailed, practical, and aligned with national development plans and other sectoral priorities. Action plans should have clear timelines, assigned responsibilities, estimated costs, identified sources of financing and be flexible enough to accommodate any changes in government or institutional priorities (e.g. plan periodic reviews and updates, prioritize core objectives).
c. **Prioritizing continuous engagement with key stakeholders even after project closure:** This is especially important for projects involving legislative or policy reforms, where external factors

[15] Oversight bodies like the PSC are meant to serve as a check on the implementation process. Combining oversight and implementation functions can blur these lines, undermining the effectiveness of checks and balances.
[16] Efforts to ensure ownership and sustainability should begin at the project's inception, with a clear plan for transitioning responsibility to national institutions or stakeholders.

(such as cabinet reshuffles or political changes) could delay implementation. Sustained stakeholder engagement can help maintain momentum and foster the adoption of critical policies or regulations.

7. COUNTRY LEVEL FINDINGS

7.1. COUNTRY LEVEL FINDINGS FOR AFRICAN COUNTRIES

7.1.1. Angola[17]

Title: Strengthening Angola's National Chemicals and Waste Management Programme by establishing sustainable, integrated, and coherent national structure with emphasis on Private Sector participation
Implementing partner: Ministry of Environment of the Republic of Angola
Agreement timeframe: 22 Aug 2019 - 31 Dec 2023 (initially to 31 Jun 2022, with 2 amendments)
Budget: 500,000 USD

RESULTS

Overall Assessment

The project demonstrated progress across all the relevant Core Indicator Criteria, achieving its planned objectives to varying degrees. It contributed to establishing national coordinating mechanisms, proposing legislative measures, mainstreaming the national chemicals and waste management agenda into national planning processes, providing inputs for the ratification of the Minamata Convention, establishing PPP pilots, and conducting training and capacity building for chemicals and waste management. However, challenges remained in operationalizing the national chemicals and waste management unit and linking pilot implementation to strategy development, testing, and refinement.

Results & Progress by Core Indicator Criteria

The project covered six of the existing eight Core Indicator Criteria, namely:

Criterion 1.1: Level of development of national chemical/waste database	Project Start	Project End
Rating Scale	**Rating**	
0. **No** database or registry	0	0+
1. Database or registry covering **1 Multilateral Environmental Agreement (MEA)**		
2. Database or registry covering **2 MEAs**		
3. Database or registry covering **3 MEAs**		
4. Database or registry covering **4 MEAs**		
5. Database or registry covering **4 MEAs** plus **SAICM/GFC**		

[17] The project in Angola was included in this Assessment of Closed Projects as the project partners assured that the implementation of the project was complete. However, the project encountered significant delays in finalizing the final reports and providing evidence for all outputs. As a result, the project partners did not submit the evidence before the completion of this report. Since not all deliverables have been submitted, the Special Programme does not consider the project as fully completed. Consequently, the project is not closed, and in line with clause IX of the Project Cooperation Agreement on Financial and Operational Obligations, which stipulates that the final payment will only be issued "upon completion of all activities/obligations under the Agreement and no later than 30 (thirty) days after receipt of final report and certified final expenditure report to the satisfaction of UNEP", the SP Secretariat has not transferred the final payment to reimburse for the completion of the last activities.

Specific results:

- Under the pilot project component on marine microplastics, the project partner reported that they gathered data for pilot areas on waste streams, including their quantity and composition. These findings were instrumental in designing and implementing the pilot study on the management of the marine microplastics.
- The project identified relevant government agencies, companies, and civil society organizations that were likely to hold data or insights on chemicals and on mercury in particular. However, it faced significant challenges in accessing and consolidating the data due to compartmentalization, confidentiality, and bureaucratic barriers.
- The creation of the above-mentioned database falls within the scope of both the Strategic Approach to International Chemicals Management (SAICM) and the Basel Convention. The Special Programme, despite repeatedly requesting the submission of this deliverable, has not received any evidence confirming the creation of the database, nor is it accessible online. In case the evidence had been provided clearly confirming the exitance of the database, the score under the Core Indicator Criterion 1.1 would have been "2 – Database or registry covering 2 MEAs (specifically Basel Convention and SAICM)".

Criterion 1.2: Level of chemical/waste management expertise	Project Start	Project End
Rating Scale	**Rating**	
0. **No** knowledge or expertise available		
1. **Not enough** personnel in **at least one priority Ministry, Department or Agency** have **basic training** in chemical and/or waste management	1	
2. **Enough** personnel in **at least one priority Ministry, Department or Agency** have **basic training** in Chemical and/or waste management		
3. **Enough** personnel from **1 or 2 Ministry, Department or Agency** have been **trained** in chemical and /or waste management and **know how to apply it into country planning**		
4. **Enough** personnel in **3 or 4 Ministries, Departments or Agencies** have been **trained** in chemical and /or waste management **and can transfer their knowledge** to colleagues for day to day use		4
5. **All** the required personnel have **necessary expertise** and **can integrate** chemical management **into the development planning process**		

Specific results:

- The project implemented numerous capacity-building and knowledge transfer activities on various aspects of Multilateral Environmental Agreements (MEAs) and their implementation. These efforts included workshops and training sessions for members of the multisectoral commission, government employees, industry representatives, farmers, and the general public.
- The feedback from interviews suggests that project stakeholders have developed increased awareness of chemicals and waste management issues. As a result, some industry representatives are taking steps aligned with their responsible care commitments. Additionally, chemicals and waste management is gaining more attention from government representatives.
- Despite progress in engaging key stakeholders in chemicals and waste management, there remains a need for ongoing capacity building. The current number of government employees in this field should further be increased to meet the increasing demands in the field of chemicals and waste management.

Criterion 1.3: Existence and level of development of chemical/waste management unit or department	Project Start	Project End
Rating Scale	**Rating**	
0. **Nothing** had been done	0	
1. The Government **decided on a mandate** to establish a unit		
2. The Government developed a **framework document** detailing how the unit would be established and would operate		2
3. The unit was **established** and had an **executive director**		
4. The unit was established and had an executive director. In addition, **standard operating procedures** were developed, and **staff** were hired		
5. The unit had all human, financial and physical resources and was **fully operational**		

Specific results:

The project facilitated the development of a regulation for establishing a Chemicals Management Unit under the Ministry of Environment. The regulation determined that the unit would coordinate and oversee the implementation of international chemicals and waste management conventions, with a team of 29 staff proposed to execute these functions effectively. This regulation was reviewed and agreed upon by the members of the National Commission for Chemical and Hazardous Waste Management. However, there is no evidence that it was formally adopted (as the decree must be gazetted in the Iª Série of the Diário da República to be legally effective). Consequently, the unit is not yet operational, with its activation reportedly hindered by various changes within the Ministry of Environment.

Criterion 1.4: Level of development of multi-stakeholder coordination mechanism for chemical/waste management	Project Start	Project End
Rating Scale	**Rating**	
0. There was **no** multi-stakeholder coordination mechanism	0	
1. There was a multi-stakeholder coordination mechanism with **very limited and irregular participation** from Government and non-Government bodies		
2. There was a multi-stakeholder coordination mechanism with **more regular and structured participation** from Government and non-Government bodies		2
3. There was a multi-stakeholder coordination mechanism **with regular meetings and adequate** participation from Government and non-Government bodies		
4. There was **coordinated planning and a common knowledge exchange mechanism** in addition to a multi-stakeholder coordination mechanism **with regular meetings and adequate participation** from Government and non-Government		
5. The multi-stakeholder coordination mechanism reached **full maturity** with **full participation** from all Governmental and non-Governmental stakeholders and a **joint community** of practice		

Specific results:

- The project supported the development of the Presidential Decree to establish the National Commission for Chemical and Hazardous Waste Management, tasked with coordinating activities related to chemicals and waste management. In addition, the decree envisioned the development of internal regulations for this National Commission. Despite the Special Programme Secretariat repeatedly requesting for evidence on the adoption of both documents, it remains unclear whether the decree was formally adopted or gazetted and there is no

evidence on the status of the internal regulations. As foreseen in the Presidential Decree, the Commission comprises 15 ministries, the National Oil and Gas Agency, and three civil society organizations. Its responsibilities include identifying legislative needs, coordinating sectoral programs, and ensuring policy harmonization, such as adopting the Globally Harmonized System for Chemicals. During the project's implementation, the Commission was supported with financial resources, a Secretariat, and a Technical-Scientific Committee.

- The National Commission for Chemical and Hazardous Waste Management determined that the best way to facilitate the coordination was by creating a webpage within the existing national website. In response, the project developed the necessary materials to support this initiative. However, the decision on hosting the webpage is still pending due to the approval process.

Criterion 2.1: Level of development and implementation of chemical/waste management policy, plan or strategy	Project Start	Project End
Rating Scale	**Rating**	
0. There was **no** strategy, policy or plan *(in relation to decree 289/22 and the Strategy on the Formalization and Promotion of the Urban Solid Waste Valorization Market)*	0	
1. The strategy, policy or plan was **proposed**		
2. The strategy, policy or plan was **adopted**	2	
3. The strategy, policy or plan was in place and **being implemented** *(in relation to decree 289/22 and the Strategic Plan for the Management of Urban Waste)*		3

Specific results:

- The project facilitated the development of the Presidential Decree No. 289/22 (published in the Diário da República on December 30, 2022), which foresees the establishment of multidisciplinary working group tasked with creating a National Plastics Ban Plan and which is under implementation. This working group is coordinated by the Minister of State and Chief of the President's Civil House and includes representatives from various sectors of the government. The main goal is to devise and implement strategies aimed at phasing out the use of plastics, reducing plastic waste, and addressing environmental and health risks associated with plastic pollution.
- The project facilitated the development of the Strategy on the Formalization and Promotion of the Urban Solid Waste Valorization Market. However, the strategy document provided to the SP Secretariat appears to be in the format of a presentation, and no substantive evidence has been provided to demonstrate its completion[18]. Furthermore, there is no evidence to confirm whether the strategy has been gazetted or formally adopted, such as through a Presidential Decree or Council of Ministers approval. The project did undertake pilot projects, in the form of joint ventures between the state and private sector to manage the collection, sorting, and recycling of plastic waste. While this was not an expected output of the project, taking steps to establish such a framework could significantly enhance collaboration between public and private entities, fostering innovation and investment in sustainable waste management practices. However, there is no evidence to suggest that any formal actions have been undertaken in this regard.

[18] The Special Programme Secretariat repeatedly requested the submission of the documentation for this deliverable. However, no documentation has been provided regarding lessons learned from the implementation of the pilot projects that were intended to demonstrate the viability of the strategy as outlined in the project design document, nor any indication that the strategy has been modified based on such lessons. Furthermore, it remains unclear whether any follow-up actions were taken on the pilot project supporting the circular economy to develop an enabling legal framework for public-private partnerships (PPPs) in the chemicals and waste management sector.

- Additionally, the project contributed to updating of the Strategic Plan for the Management of Urban Waste (PESGRU: Plano Estratégico para a Gestão de Resíduos Urbanos).

Criterion 2.2: Level of development of legal framework/primary legislation	Project Start	Project End
Rating Scale	**Rating**	
0. Nothing was done		
1. The relevant authority **proposed** to integrate the MEAs into national legislation		
2. The integration of the MEAs into national legislation was **adopted** *(Basel and Stockholm Conventions)*	**2**	
3. The MEAs were integrated into national legislation and being **implemented** *(Basel and Stockholm Conventions)*		**3**

Specific results:

- The progress on this criterion reflects the fact that ratified conventions – Basel and Stockholm Conventions - are being domesticated into national legislation (e.g., requiring licensing for certain economic activities), and chemicals and waste management issues are becoming more mainstreamed. For instance, these issues are now reflected in the country's National Development Plan (2023-2027), emphasizing responsible chemicals management and environmental protection[19].
- Regarding the Rotterdam Convention and the Minamata Convention which Angola has not ratified yet, the project reportedly conducted a legal and institutional assessment, identifying gaps and necessary changes required to effectively implement them once ratified. However, there is no evidence that a comprehensive baseline legal review, gap analysis, or legal assessment report with recommendations for reform measures was completed, as it is outlined under the relevant expected output of the project[20]. Similarly, there is no documentation indicating that a cost-benefit analysis concerning the ratification and implementation of the Rotterdam and Minamata Conventions, was conducted or reported.
- The results of the interview suggest that the project facilitated discussions and *reportedly* prepared documentation on the ratification of both the Minamata and Rotterdam Conventions to provide the Ministry of Environment with the necessary paperwork for advancing the ratification process. In addition, the outcome of the interview suggests that the documents were forwarded to the Cabinet of Ministers for approval, after which they will be sent to Parliament for ratification. However, this has not yet occurred, and the process of lobbying for the ratification of the conventions is still ongoing.

[19] Under Objective 32.3, the plan aims to ensure that all chemical substances are used safely and sustainably, promoting the substitution of harmful chemicals with safer alternatives. Key priorities include developing a Strategic Plan for Chemical Sustainability, adhering to international chemical conventions, building capacity for national chemical management, and combating the illegal trafficking of chemicals and hazardous waste. The plan also emphasizes the need for safety assessments and research into decontamination solutions in terrestrial and aquatic environments.

[20] The Special Programme Secretariat repeatedly requested the submission of this deliverable, however, the only document submitted to the SP Secretariat is a brief two-page report (Annex 12 to the 2020 progress report) titled "Analyze the Current Framework, Identify Gaps, and Assess the Legal Reforms Needed for the Prompt Ratification and Implementation of the Minamata Convention in Angola." Another document (Annex 13 to the 2020 progress report) is a two-page report on the process of ratifying the Minamata Convention, which identified key priorities for implementation, such as harmonizing legislation, building enforcement capacity, completing the mercury inventory, and raising awareness about mercury's impact. No documentation was provided by the country regarding a legal and institutional assessment in relation to the Rotterdam Convention.

Factors Affecting Performance

- **Gender:** The project was Gender Responsive as it included a Gender Action Plan from the outset to promote gender equity throughout its implementation. This plan aimed to integrate gender considerations into all phases of the project, ensuring that both women and men had equal opportunities to participate and benefit from project activities. The project engaged over 45% of women in various project activities such as workshops, trainings, and decision-making processes, fostering a more inclusive approach to environmental management.
- **Indigenous peoples/ethnic minorities:** Ethnic languages were employed to raise awareness about chemicals and waste management issues among minority communities. The project also incorporated traditional knowledge in waste and chemicals management, recognizing the importance of local practices. Furthermore, the Public-Private Partnership promoted the inclusion of vulnerable communities, ensuring their active participation and enabling them to benefit from the project's initiatives.
- **Delays in Fund Transfers:** Significant delays occurred due to changes in the implementing partner's bank account, requiring several attempts over multiple months to successfully transfer funds to the country. These delays impacted the timely execution of project activities.
- **Political factor:** During the project's implementation, Angola's Ministry of Environment underwent a structural change, merging with the ministries of culture and tourism to form the Ministry of Culture, Tourism, and Environment (starting in March 2024, it has reverted back to being the Ministry of Environment). There were frequent leadership changes within the ministry (e.g., frequent ministerial appointments), as well as in other collaborating ministries[21], which hindered the pace of achieving project results.
- **Covid-19** pandemic had a significant impact on the project's implementation, causing considerable disruptions. As a result, it became necessary to adjust or postpone various in-person activities, including travel, events, training sessions, and meetings that had been previously planned. These changes were essential to comply with health protocols and ensure the safety of participants.

Sustainability

Sustainability of Results	After the End of the Project
Rating Scale	Rating
0. Results **not** maintained	
1. Results **partially** maintained	1
2. Results **mostly** maintained	
3. Results **fully** maintained	

- Currently, financing is secured to maintain the most basic results achieved by the project. The state allocates funding to existing institutions, such as the National Institute for Environmental Management, which oversees the registration of chemical imports, and the National Agency for Waste Management, to ensure their continued operation.
- There is hope for the sustainability of the project through the work on the National Plastics Ban Plan, continued inter-ministerial coordination and capacity building of relevant stakeholders, as outlined in the National Development Plan (specifically under priorities 32.4.1 and 32.4.2 on environmental governance and capacity building). However, it remains unclear whether the joint

[21] The cabinet of ministers was reshuffled following the 2022 general elections, although the president remained in office.

ventures supported by the project will continue to function or be upscaled to advance the circular economy.

- A second SP project in Angola has been approved in April 2024 by the Executive Board, which is intended to build on the work done on the first Angola project, including to take forward the ratification of the Rotterdam Convention and Minamata Convention, and to work on other measures such as the implementation of the GHS. The negotiation of this second project, however, is on hold until the submission of all deliverables of the first project and its successful closure (see first footnote in this country section).

Lessons Learned

- **Adapting to local context enhances awareness and participation**: Adapting environmental awareness campaigns to fit the local context, including the use of local languages and traditional knowledge, was essential for effectively raising public awareness and participation in waste management initiatives.
- **Collaboration between public and private sectors has the potential to mobilize resources and expertise.** During the project, PPPs helped engage stakeholders, including vulnerable communities, and encouraged environmentally friendly practices. However, follow-up data is needed to confirm their long-term effectiveness and sustainability.
- **Involving civil society promotes inclusivity**: The involvement of civil society organizations, enriched the project by promoting inclusivity and ensuring that marginalized groups had a voice in environmental management processes.
- **Political changes pose challenges to implementation**: The project experienced delays due to changes in government leadership and ministerial restructuring, which highlighted the importance of political stability and consistent leadership in the successful implementation of long-term environmental projects.

7.1.2. The Gambia 1

Title: Institutional Capacity Building for the Implementation of the Multilateral Environmental Agreements in The Gambia
Implementing partner: National Environment Agency
Agreement timeframe: 8 May 2018 – 31 December 2024 (initially to 31 October 2019, with 5 amendments)
Budget: 241,000 USD

RESULTS

Overall Assessment

The project demonstrated progress across all relevant Core Indicator Criteria and achieved its planned objectives to a significant degree. It conducted an inventory of asbestos-containing materials, developed a National Asbestos Profile, and drafted National Asbestos Management Regulations. The project also strengthened the chemicals control system through targeted capacity-building efforts, comprehensive training for key stakeholders, and multi-stakeholder coordination, resulting in enhanced monitoring, enforcement, and awareness. Additionally, it developed and validated the National Solid Waste Management Strategy, addressing hazardous waste management and filling critical gaps in the country's waste management framework.

Results & Progress by Core Indicator Criteria

The project covered five of the existing eight Core Indicator Criteria, namely:

Criterion 1.1: Level of development of national chemical/waste database	Project Start	Project End
Rating Scale	**Rating**	
0. **No** database or registry		
1. Database or registry covering **1 Multilateral Environmental Agreement (MEA)**	1	
2. Database or registry covering **2 MEAs**		2
3. Database or registry covering **3 MEAs**		
4. Database or registry covering **4 MEAs**		
5. Database or registry covering **4 MEAs** plus **SAICM/GFC**		

Specific results:

- The project delivered comprehensive training to inventory teams, utilizing a validated study plan and questionnaire, conducted a detailed inventory of asbestos-containing materials, and developed a validated National Asbestos Profile. This effort aligns with the Basel Convention, which regulates the control and disposal of hazardous wastes, including asbestos. It is also linked to the Rotterdam Convention, as certain forms of asbestos, such as Actinolite, are listed under Annex III of the convention.

Criterion 1.2: Level of chemical/waste management expertise	Project Start	Project End
Rating Scale	**Rating**	
0. **No** knowledge or expertise available		
1. **Not enough** personnel in **at least one priority Ministry, Department or Agency** have **basic training** in chemical and/or waste management		
2. **Enough** personnel in **at least one priority Ministry, Department or Agency** have **basic training** in Chemical and/or waste management		
3. **Enough** personnel from **1 or 2 Ministry, Department or Agency** have been **trained** in chemical and /or waste management and **know how to apply it into country planning**	3	
4. **Enough** personnel in **3 or 4 Ministries, Departments or Agencies** have been **trained** in chemical and /or waste management **and can transfer their knowledge** to colleagues for day to day use		4
5. **All** the required personnel have **necessary expertise** and **can integrate** chemical management **into the development planning process**		

Specific results:

- Building on the foundation established by past chemicals and waste projects in The Gambia, the Special Programme (SP) project strengthened the existing expertise in chemicals and waste management through training sessions, workshops, awareness raising campaigns and consultative meetings. It also introduced emerging issues related to international conventions.

- Training programs mostly targeted key personnel from the National Environment Agency and law enforcement officials (Customs, Army, Police, Immigration), while consultative meetings encompassed representatives from a wide range of government bodies, including regional authorities, the National Assembly Select Committees on Health and the Environment and permanent secretaries of the targeted ministries.

- The project also conducted community sensitizations, reaching over 20 local communities through outreach programs and radio discussions. These efforts raised awareness about the harmful effects of chemicals, asbestos and hazardous wastes. Following these awareness initiatives, some communities reportedly began replacing asbestos roofs due to a growing understanding of the associated health risks. Additionally, the training prompted the Ministry of Health to partner with WHO on a rehabilitation project aimed at removing asbestos roofing materials from over 28 health facilities nationwide.

- The project's capacity-building efforts have significantly strengthened the chemicals control system in the country. According to the Registrar of Pesticides and Hazardous Chemicals, prior to the project, there was limited information and weak regulatory oversight of chemicals imports. Since the trainings, there has been a marked improvement in monitoring and enforcement, including several major interceptions of illegal pesticide imports through Gambia's porous borders. Legal actions are now taken more frequently against illegal imports, and more vendors are proactively seeking licenses and clearances, including requests from international vendors.

Criterion 1.4: Level of development of multi-stakeholder coordination mechanism for chemical/waste management	Project Start	Project End
Rating Scale	**Rating**	
0. There was **no** multi-stakeholder coordination mechanism		
1. There was a multi-stakeholder coordination mechanism with **very limited and irregular participation** from Government and non-Government bodies		
2. There was a multi-stakeholder coordination mechanism with **more regular and structured participation** from Government and non-Government bodies	2	
3. There was a multi-stakeholder coordination mechanism **with regular meetings and adequate** participation from Government and non-Government bodies		3
4. There was **coordinated planning and a common knowledge exchange mechanism** in addition to a multi-stakeholder coordination mechanism **with regular meetings and adequate participation** from Government and non-Government		
5. The multi-stakeholder coordination mechanism reached **full maturity** with **full participation** from all Governmental and non-Governmental stakeholders and a **joint community** of practice		

Specific results:

- The multi-stakeholder coordination body for chemicals management in The Gambia was established by the Hazardous Chemicals and Pesticides Control and Management Act 1994. The Board has been collaborating with the National Environment Agency to coordinate the implementation of the of the SP project.

Criterion 2.1: Level of development and implementation of chemical/waste management policy, plan or strategy	Project Start	Project End
Rating Scale	**Rating**	
0. There was **no** strategy, policy or plan		
1. The strategy, policy or plan was **proposed**	1	
2. The strategy, policy or plan was **adopted**		
3. The strategy, policy or plan was in place and **being implemented**		3

Specific results:

- The project played a pivotal role in developing the recently adopted National Solid Waste Management Strategy. Unlike its predecessor, this new strategy includes provisions for hazardous waste management, addressing a critical gap in the country's waste management framework. The strategy has been shared with local councils and institutions across all seven administrative regions, enabling them to adopt it directly or use it as a template to develop their own localized strategies for waste management.

Criterion 2.3: Level of development of regulatory framework/secondary legislation	Project Start	Project End
Rating Scale	**Rating**	
0. **Nothing** was done	0	
1. The relevant authority **proposed** to develop regulations		1
2. The regulations were **adopted**		
3. The regulations were in place and being **implemented**		

Specific results:

- The project contributed to the development of the National Asbestos Management Regulation under the Hazardous Chemicals and Pesticides Control and Management Act CAP. 60:01 Asbestos Regulations, 2023, which is currently a draft bill pending enactment.
- The project also developed a Technical Guideline for Chemicals and Pesticides Management in The Gambia: Enforcement and Monitoring, which is integrated into a comprehensive training manual

Factors Affecting Performance

- **Gender:** The project demonstrated **gender responsiveness** by achieving over 46% female participation in workshops and over 70% in community sensitizations, particularly targeting rural areas where women dominate gardening and small-scale farming. It addressed women's unique vulnerabilities by training them on safer agricultural practices, waste management, and asbestos risks, directly mitigating their disproportionate exposure in these sectors.
- **Socio-political factor:** The implementation of the project was moderately affected by The Gambia's 2021 national presidential election, which disrupted planned activities. Additionally, parliamentary elections led to the rescheduling of activities, particularly in rural areas where election engagement was high. Changes in the administration of the responsible ministry also contributed to delays.
- **Covid-19:** The SP project was substantially impacted by COVID-19, which halted all activities. Many of the project's key actions required public and stakeholder engagement, which became impossible during the pandemic, leading to significant delays in implementation.
- **Other factors:** The project experienced delays due to changes in national project coordinators (two since the start), caused by travel and job transitions outside the Agency. Additionally, there was a delay caused by the lengthy process of fund disbursement from the SP Secretariat, which further impacted project timelines.

Sustainability

Sustainability of Results	After the End of the Project
Rating Scale	Rating
4. Results **not** maintained	
5. Results **partially** maintained	
6. Results **mostly** maintained	
7. Results **fully** maintained	3

- The multi-stakeholder coordination body for chemicals management was built upon an existing structure that was strengthened by the project, enhancing human resource capacity to support the implementation of the chemicals and waste MEAs to which The Gambia is a signatory.
- Strategies, such as the solid waste and asbestos regulations, have embedded implementation and enforcement plans, that will help government with their implementation.
- The Gambia has a second project with the Special Programme which will start implementation in 2025 focusing on "Capacity Strengthening and Technical Assistance for Environmentally Sound Management of Chemicals and Wastes in The Gambia". It will build upon the achievements of the first SP project in The Gambia.

Lessons Learned

- **Stakeholder engagement requires patience and dialogue:** Involving multiple stakeholders proved challenging due to overlapping mandates and concerns over interference. However, personal discussions, group meetings, and continuous dialogue helped ease tensions and foster collaboration.
- **Sensitizing decision-makers is key for legislative support:** Sensitization efforts targeted at parliamentarians were instrumental in increasing their understanding of chemicals management. This ultimately led to their support for a chemicals management bill (though not an output of the SP project), demonstrating the indirect impact of training.
- **Engaging stakeholders in their own environment and language can significantly enhance project impact and overcome potential communication challenges.** Meeting stakeholders, such as pesticide vendors, in their place of business, like weekly markets, and communicating in local dialects, was instrumental in getting the messages across and fostering engagement. Additionally, radio discussions in local languages provided a platform for community members to ask questions and gain clarity, further strengthening outreach efforts.
- **Effective coordination simplifies the delivery of project outputs:** Collaborating with the Customs Agency to organize trainings for border representatives in Gambia reduced logistical burdens and streamlined participant management, making the overall project delivery significantly more efficient.
- **Engaging a wide range of border officials improves the effectiveness of chemical and waste management:** Training carefully selected representatives from each border crossing, including military, immigration, police, and customs officers, was crucial for enhancing chemical and waste management efforts, even though only a small percentage of officials were trained. The successful interception of hazardous shipments and the prevention of illegal chemical trade by trained officers underscores the value of such comprehensive training initiatives.

  > *According to a pesticides registrar: "Before the project we did not have much information. Since I became a registrar, we came across a significant number of imports, conducted litigation, and taken legal actions for pesticides intercepted at the borders. In 2020 alone we had four major interceptions. We have also seen more vendors come to get information and have required them to obtain clearances and permits. […] Now requests come from Ghana also, so I requested a lot of documentation. Because of this success, we submitted a follow-up project to the SP Secretariat, which was approved*."

- **Thorough planning is essential to anticipate challenges**: While flexibility in project implementation was crucial, earlier identification of potential barriers—such as language issues, translation costs, and cross-border bureaucratic hurdles—could have mitigated the need for mid-project adjustments. Initially, the project aimed to conduct joint Gambia-Senegal cross-border training but had to refocus on Gambian border officers due to these unforeseen challenges.

7.1.3. Ghana

Title: Strengthening Institutional Capacity for the Sustainable Sound Management of Chemicals and Waste throughout their Life-cycle and the Effective Implementation of the Basel, Rotterdam, Stockholm and Minamata Conventions and the Strategic Approach to International Chemicals Management (SAICM) in Ghana
Implementing partner: Environmental Protection Agency
Agreement timeframe: 16 May 2018 - 31 Jul 2022 (initially to 30 April 2021, with 1 amendment)
Budget: 250,000 USD

Results

Overall Assessment

The project demonstrated notable progress across key Core Indicator Criteria, achieving most of its planned objectives. It developed and adopted a comprehensive 10-year Strategic Plan on Sound Management of Chemicals and Waste (SMCW), built capacities, established an interim Technical Working Group to enhance multi-stakeholder coordination, and introduced a harmonized reporting system to streamline MEA reporting and data sharing. While the adoption of the Industrial and Consumer Chemicals Bill was not achieved within the project timeframe, the primary objective of drafting the bill was successfully completed. Additionally, although the coordination mechanism was not formalized due to delays in legislative processes, the interim Technical Working Group functioned effectively, ensuring collaboration and progress toward shared goals.

Results & Progress by Core Indicator Criteria

The project covered five of the existing eight Core Indicator Criteria, namely:

Criterion 1.2: Level of chemical/waste management expertise	Project Start	Project End
Rating Scale	**Rating**	
0. **No** knowledge or expertise available		
1. **Not enough** personnel in **at least one priority Ministry, Department or Agency** have **basic training** in chemical and/or waste management	1	
2. **Enough** personnel in **at least one priority Ministry, Department or Agency** have **basic training** in Chemical and/or waste management		
3. **Enough** personnel from **1 or 2 Ministry, Department or Agency** have been **trained** in chemical and /or waste management and **know how to apply it into country planning**		
4. **Enough** personnel in **3 or 4 Ministries, Departments or Agencies** have been **trained** in chemical and /or waste management **and can transfer their knowledge** to colleagues for day to day use		
5. **All** the required personnel have **necessary expertise** and **can integrate** chemical management **into the development planning process**		5

Specific results:

- The project organized multiple training workshops for key personnel involved in chemicals and waste management, including focal institutions and media representatives, to enhance coordination and build capacity for the Sound Management of Chemicals and Waste (SMCW). UNITAR collaborated with national institutions to provide capacity-building sessions.
- The *Training of Trainers* approach enabled participants to pass on their knowledge, creating a broader impact across agencies and extending the project reach. Positive feedback was reported

to the project management from the customs authorities, who improved their procedures in handling chemicals in accordance with the global harmonized system.

Criterion 1.4: Level of development of multi-stakeholder coordination mechanism for chemical/waste management	Project Start	Project End
Rating Scale	**Rating**	
1. There was **no** multi-stakeholder coordination mechanism		
1. There was a multi-stakeholder coordination mechanism with **very limited and irregular participation** from Government and non-Government bodies	**1**	
2. There was a multi-stakeholder coordination mechanism with **more regular and structured participation** from Government and non-Government bodies		
3. There was a multi-stakeholder coordination mechanism **with regular meetings and adequate** participation from Government and non-Government bodies		
4. There was **coordinated planning and a common knowledge exchange mechanism** in addition to a multi-stakeholder coordination mechanism **with regular meetings and adequate participation** from Government and non-Government		
5. The multi-stakeholder coordination mechanism reached **full maturity** with **full participation** from all Governmental and non-Governmental stakeholders and a **joint community** of practice		**5**

Specific results:

- The project aimed to establish a unified, multi-sectoral, and multi-stakeholder coordinating mechanism for SCMW. This mechanism sought to streamline and enhance coordination among existing statutory bodies, such as the Hazardous Chemicals Committee (HCC) and the Pesticides Technical Committee (PTC), alongside other national committees. The goal was to create a unified structure that would oversee the effective implementation of chemical-related MEAs and SAICM in Ghana.

- However, despite efforts to formalize this unified structure through an amendment to the Environmental Protection Agency Act, 1994 (Act 490), known as the Environmental Protection Authority Bill, 2022, the legislative process had not been completed by the end of the project and the unified mechanism was not legally established.

- In the absence of formal legislative approval, the project adapted by setting up a Technical Working Group (TWG) on an interim basis. Established in 2019, the TWG functioned effectively as a coordination platform, bringing together representatives from the HCC, PTC, and other relevant committees, including those related to the Stockholm Convention and the Minamata Convention.

- The project has also developed a Harmonized Reporting System to facilitate not only data collection and reporting to international secretariats but also the sharing of developments among national agencies involved in SCMW. Supported by capacity-building workshops led by UNITAR, this system standardized reporting practices, enabling agencies to communicate progress, challenges, and updates with one another. This strengthened inter-agency coordination and improved transparency, as all stakeholders, including the Chemicals Control and Management Centre (CCMC) of the EPA and other focal institutions, gained access to each other's updates.

Criterion 2.1: Level of development and implementation of chemical/waste management policy, plan or strategy	Project Start	Project End
Rating Scale	**Rating**	
0. There was **no** strategy, policy or plan	0	
1. The strategy, policy or plan was **proposed**		
2. The strategy, policy or plan was **adopted**		
3. The strategy, policy or plan was in place and **being implemented**		3

Specific results:

- The project, in cooperation with UNITAR, facilitated the development of a 10-year strategic plan (2021-2030) on Sound Management of Chemicals and Waste (SMCW), which was adopted by National Multi-sectoral Committee and EPA Governing Board and gazetted (published). The strategic plan *includes a budget and identifies potential funding sources* to support its implementation. Stakeholders were encouraged to develop institution-based action plans based on the strategic plan and incorporate them into their respective institutional workplans. This approach ensures that sound management of chemicals and waste is not only integrated into national development but also embedded into the day-to-day operations of relevant institutions, with specific roles assigned to lead and collaborating institutions.
- In cooperation with UNITAR, the project also developed a Communication Strategy for SMCW, along with a costed Action Plan that outlines resource requirements and identifies responsible agencies.

Criterion 2.2: Level of development of legal framework/primary legislation	Project Start	Project End
Rating Scale	**Rating**	
0. **Nothing** was done		
1. The relevant authority **proposed** to integrate the MEAs into national legislation	1	1+
2. The integration of the MEAs into national legislation was **adopted**		
3. The MEAs were integrated into national legislation and being **implemented**		

- The project facilitated the development of an Industrial and Consumer Chemicals Bill, which has reportedly been under review by Parliament since 2022.

Criterion 2.4: Submission of reports to MEAs to which the country is a party	Project Start	Project End
Rating Scale	**Rating**	
0. **No** reports were submitted		
1. Reports were **partially completed** and **delayed**	1	
2. Reports were submitted on time, yet they were **partially completed**		
3. Reports were both **complete** and submitted **on time**		3

Specific results:

- The project successfully facilitated the submission of all outstanding chemicals and waste-related reports for MEAs, including those related to the Basel, Stockholm, and Minamata Conventions.

Factors Affecting Performance

- **Participatory approach:** The project's success was largely attributed to a participatory approach, with working groups formed from diverse stakeholders including government agencies, private sector representatives, industry groups, and NGOs, who developed all key outputs. These groups worked collaboratively on a range of deliverables, including conducting the situation analysis, drafting strategies and plans such as the Communication Plan, and contributing to legislative efforts. The web-based harmonized reporting system and the submission of all outstanding chemicals and waste-related MEAs reports were also the result of inputs from these multi-sectoral teams. This participatory process ensured that the outputs were aligned with the practical needs of all sectors involved.
- **Gender**: The project demonstrated gender responsiveness by ensuring that over 46% of participants in its activities—such as workshops, consultations, and capacity-building sessions—were women. Furthermore, gender considerations were systematically integrated into the SMCW strategy and training materials.
- **Socio-political factor:** A change in the head of a key institution caused a minor delay in the project implementation.
- **Institutional:** Changes in representation from key ministries and agencies led to a minor loss of institutional memory. However, the consistent engagement of key stakeholders was maintained despite these changes.
- **Covid-19:** The COVID-19 pandemic significantly disrupted project activities, causing the suspension of several key events for almost a year. This led to delays in project implementation and warranted an extension to ensure the completion of outstanding tasks.

Sustainability

- The enactment of SMCW policies and plans and continued use of a web-based harmonized reporting system for MEAs supports the long-term sustainability of project outcomes.
- Financing, both monetary and in-kind, was secured by the government to maintain essential project outcomes, including the mainstreaming of SMCW, ongoing training, and awareness creation activities. However, this funding covers only the most basic results, highlighting a need for additional resources to expand and sustain all project impacts.

Sustainability of Results	After the End of the Project
Rating Scale	Rating
8. Results **not** maintained	
9. Results **partially** maintained	1
10. Results **mostly** maintained	
11. Results **fully** maintained	

Lessons Learned

- **Effective coordination for sound chemicals and waste management can still be achieved without a formal unified structure.** By establishing an interim Technical Working Group that consolidated input from four existing committees and operated under the Environmental Protection Agency's (EPA) leadership, the project fostered inter-agency collaboration and aligned actions with SCMW goals, demonstrating that cohesive progress is possible through informal yet structured partnerships.
- **Drafting legislation within a project's timeframe requires realistic expectations:** While preparing draft legislation is feasible within a three-year project, having it enacted during that timeframe is often unrealistic due to the slower pace of governmental processes. The legislation

for industrial and consumer chemicals, though drafted, had not been passed by project's end, highlighting the need for persistence and continued advocacy.

- **Post-project follow-up demonstrates commitment to sustained impact::** The SP Secretariat's follow-up efforts after project completion show a strong commitment to ensuring that the project's outcomes, such as the draft legislation, are realized. This continued engagement signals to local stakeholders that the Secretariat remains invested in the long-term success of the initiative, fostering a sense of responsibility and encouraging further progress even after the project officially ends.
- **Institutional continuity is vital to sustain legislative momentum:** The retirement or departure of key personnel, such as project focal points, can disrupt follow-up activities and hinder progress. Identifying and engaging institutional representatives during the project who will remain involved post-project is essential to maintain momentum and ensure the passage of critical legislative measures.
- **When national capacities are limited, partnering with specialized organizations like UNITAR can bridge critical capacity gaps, promote adherence to international standards, and establish a foundation for long-term, self-sustained progress.** UNITAR's involvement enhanced technical expertise, facilitated knowledge transfer, and strengthened local capacities for sustainable management practices.

7.1.4. Kenya 1

Title: Support to chemicals and wastes MEAs and SAICM implementation in Kenya
Implementing partner: Ministry of Environment and Natural Resources
Agreement timeframe: 17 Jul 2018 - 31 Mar 2022 (initially to 30 Jun 2021, with 1 Amendment)
Budget: 250,000

Results

Overall Assessment

The project in Kenya demonstrated progress across seven of the eight Core Indicator Criteria, achieving notable outcomes in fostering multi-stakeholder coordination and advancing national frameworks for chemical and waste management. It established a legislative basis and framework for a centralized chemical and waste data portal (awaiting approval), developed the National Chemical Policy, and laid the groundwork for a Chemical Unit within the Ministry of Environment. While the Minamata Convention was ratified after the project concluded, the preparatory work conducted was pivotal in achieving this milestone. Additionally, the project catalyzed the adoption of the Responsible Care Program, with active industry participation ensuring its sustainability. Although formalization of mechanisms such as the Multisectoral Committee on Sound Chemical Management remains pending, these structures continue to function effectively.

Results & Progress by Core Indicator Criteria

The project covered seven of the existing eight Core Indicator Criteria, namely:

Criterion 1.1*: Level of development of national chemical/waste database	Project Start	Project End
Rating Scale	**Rating**	
0. **No** database or registry	0	
1. Database or registry covering **1 Multilateral Environmental Agreement (MEA)**		
2. Database or registry covering **2 MEAs**		
3. Database or registry covering **3 MEAs**		
4. Database or registry covering **4 MEAs**		
5. Database or registry covering **4 MEAs** plus **SAICM/GFC**		5

The grey color coding reflects the fact that as of the time of this assessment the portal is developed but not yet operational or integrated as planned.

Specific results:

- A notable output of the project was the establishment of a legislative basis and a Framework of Cooperation to support a centralized chemical and waste data portal covering all MEAs and SAICM/GFC, as an initial step toward developing a comprehensive database. Guided by a Swedish chemical agency, commonly known as KEMI[22], the project developed this portal to consolidate existing chemical data from key agencies and encouraged universities to contribute additional data. The Framework of Cooperation outlines the modalities for data sharing among institutions, fostering synergy and collaboration across sectors.

[22] KEMI comes from the Swedish word "Kemikalieinspektionen," which translates to "Chemicals Inspectorate." It is the Swedish government authority responsible for regulating and monitoring chemicals to ensure safety for humans and the environment.

- Efforts were also made to link a "chemical observatory" database from a GEF project[23] to the portal, though it remains unclear if this link is fully established. While a functional structure for data access has been created and links were made to the existing databases, the portal's full operation awaits final legislative approval to designate an institution[24] for its maintenance.

Criterion 1.2*: Level of chemical/waste management expertise	Project Start	Project End
Rating Scale	**Rating**	
0. **No** knowledge or expertise available	0	
1. **Not enough** personnel in **at least one priority Ministry, Department or Agency** have **basic training** in chemical and/or waste management		1
2. **Enough** personnel in **at least one priority Ministry, Department or Agency** have **basic training** in Chemical and/or waste management		
3. **Enough** personnel from **1 or 2 Ministry, Department or Agency** have been **trained** in chemical and /or waste management and **know how to apply it into country planning**		
4. **Enough** personnel in **3 or 4 Ministries, Departments or Agencies** have been **trained** in chemical and /or waste management **and can transfer their knowledge** to colleagues for day to day use		
5. **All** the required personnel have **necessary expertise** and **can integrate** chemical management **into the development planning process**		

**The yellow color coding reflects the fact that the progress is measured at a non-governmental level: Progress on this indicator reflects the enhanced expertise in Responsible Care, closely aligning with SAICM objectives. However, the indicator does not assess the capacity of government agencies regarding chemicals-related MEAs.*

Specific results:

- The project's capacity building efforts focused on promoting Responsible Care among members of the Kenya Association of Manufacturers (KAM), with multiple information-sharing forums and awareness-raising workshops conducted. These sessions engaged industry leaders, international partners, and regulatory bodies, contributing to the development of a Responsible Care Global Charter, Kenya-specific guidelines, and a formal leadership structure.
- The project successfully catalyzed the adoption of the Responsible Care Program by the industry. Multinational and smaller industries in Nairobi took ownership of the program, expanding their network and investing their own resources to ensure its implementation across Kenya.

Criterion 1.3: Existence and level of development of chemical/waste management unit or department	Project Start	Project End
Rating Scale	**Rating**	
0. **Nothing** had been done	0	
1. The Government **decided on a mandate** to establish a unit		
2. The Government developed a **framework document** detailing how the unit would be established and would operate		2
3. The unit was **established** and had an **executive director**		
4. The unit was established and had an executive director. In addition, **standard operating procedures** were developed, and **staff** were hired		
5. The unit had all human, financial and physical resources and was **fully operational**		

[23] Name of the GEF project: Integrated Health and Environment Observatories and legal and institutional strengthening for the Sound Management of chemicals in Africa (African ChemObs)

[24] The National Environmental Management Authority (NEMA) was identified as the agency responsible for overseeing and maintaining the portal.

Specific results:

- The project developed a framework document for the establishment of a Chemical Unit within the Department of Multilateral Environmental Agreements under the Ministry of Environment and Natural Resources. However, operationalizing the unit faced challenges due to shifts in government. Currently, the plan is to create a combined Chemicals and Biodiversity Unit, with resources being mobilized to recruit two staff members, including one chemist. The project's Terms of Reference (TOR) developed by the project for the Chemical Unit were applied in this process, ensuring that its efforts were not in vain.

Criterion 1.4: Level of development of multi-stakeholder coordination mechanism for chemical/waste management	Project Start	Project End
Rating Scale	**Rating**	
0. There was **no** multi-stakeholder coordination mechanism	0	
1. There was a multi-stakeholder coordination mechanism with **very limited and irregular participation** from Government and non-Government bodies		
2. There was a multi-stakeholder coordination mechanism with **more regular and structured participation** from Government and non-Government bodies		
3. There was a multi-stakeholder coordination mechanism **with regular meetings and adequate** participation from Government and non-Government bodies		3
4. There was **coordinated planning and a common knowledge exchange mechanism** in addition to a multi-stakeholder coordination mechanism **with regular meetings and adequate participation** from Government and non-Government		
5. The multi-stakeholder coordination mechanism reached **full maturity** with **full participation** from all Governmental and non-Governmental stakeholders and a **joint community** of practice		

Specific results:

- The project facilitated the establishment of the Multisectoral Committee on Sound Chemical Management (MCCM), bringing together various stakeholders from government, the private sector, and academia. The coordination body's work was structured, with dedicated subcommittees and detailed action plans in place, and it remains operational at the time of this assessment. Formalization of the functioning of such coordination mechanisms is foreseen in the project-developed National Chemicals Policy (see Criterion 2.1 below).

Criterion 2.1: Level of development and implementation of chemical/waste management policy, plan or strategy	Project Start	Project End
Rating Scale	**Rating**	
0. There was **no** strategy, policy or plan	0	
1. The strategy, policy or plan was **proposed**		1
2. The strategy, policy or plan was **adopted**		
3. The strategy, policy or plan was in place and **being implemented**		

Specific results:

- The project supported the development of the National Chemical Policy, which was reviewed by the Swedish Chemical Agency (KEMI) and validated by stakeholders. It then progressed to the ministerial level but faced a delay due to a cabinet reshuffle.

- The individuals who worked on the National Chemical Policy are still in place and are expected to provide the necessary follow-up for its adoption. The urgency lies in the fact that the next follow-up project, funded by the Special Programme, aims to develop a comprehensive chemicals strategy, which can only proceed once the policy is officially adopted. This makes the timely approval of the policy fundamental for future project implementation and progress.

Criterion 2.2: Level of development of legal framework/primary legislation	Project Start	Project End
Rating Scale	**Rating**	
0. **Nothing** was done		
1. The relevant authority **proposed** to integrate the MEAs into national legislation	**1**	
2. The integration of the MEAs into national legislation was **adopted**		**2**
3. The MEAs were integrated into national legislation and being **implemented**		

Specific results:

- The project laid the foundation for the ratification of the Minamata Convention by facilitating preparatory meetings and developing essential documentation, including a memorandum submitted to the caucus of Principal Secretaries, where the treaty was discussed and approved. Additionally, the project supported the creation of necessary Cabinet and National Assembly documents, which were critical steps in the ratification process. The convention was officially ratified after the project ended, in September 2023.

Criterion 2.4: Submission of reports to MEAs to which the country is a party	Project Start	Project End
Rating Scale	**Rating**	
0. **No** reports were submitted		
1. Reports were **partially completed** and **delayed**	**1**	
2. Reports were submitted on time, yet they were **partially completed**		
3. Reports were both **complete** and submitted **on time**		**3**

Specific results:

- Through the project's support, Kenya successfully submitted key reports to the BRS Conventions Secretariat, including the National Basel Convention report (2020) and Stockholm Convention reports (2018 and 2022). Additionally, reports for the Minamata Convention (2020) and the Rotterdam Convention (2019 and 2020) were completed and submitted.

Factors Affecting Performance

- **Gender:** The project was gender-responsive, with over 46% of participants in broader activities being women. Notably, two of the three co-chairs of the Multisectoral Coordination Committee were women, reflecting a commitment to inclusivity in leadership. Gender considerations were further incorporated through awareness campaigns focused on women's health, particularly addressing the impacts of chemicals like mercury.
- **Socio-political factor:** The formation of a dedicated chemical management unit was not fully realized due to shifts in government priorities and alignment. However, the TOR developed by the project was used for the development of a combined chemicals and biodiversity unit.

- **Covid-19:** Activities during the COVID-19 period were minimally implemented due to office closures and restrictions. While certain actions continued, the pandemic severely hindered the project's momentum and led to delays in key deliverables.

Sustainability

Sustainability of Results	After the End of the Project
Rating Scale	**Rating**
0. Results **not** maintained	
1. Results **partially** maintained	
2. Results **mostly** maintained	**2**
3. Results **fully** maintained	

- The Responsible Care Program has proven sustainable as the industries continue to implement the program, developing long-term plans and securing external funding, including support from the US government.

As mentioned under the Core Indicator Criterion 2.1, Kenya started the implementation of a second project with the SP which builds upon the results of the first project. The approval of National Chemical Policy by the Cabinet will be necessary to develop the chemicals strategy under the second project. **Lessons Learned**

- **Multi-stakeholder and cross-sectoral coordination is key to advance international commitments.** The MCCM played an instrumental role in supporting Kenya's alignment with its ratified MEAs and in advancing the ratification of the Minamata Convention by facilitating collaboration across government agencies and stakeholders. Establishing or strengthening such committees can be essential in driving the adoption and implementation of international instruments.
- **Follow-up projects can provide critical stimuli for policy adoption.** The presence of a follow-up project that depends on the adoption of the National Chemical Policy has created an important incentive for maintaining momentum toward its approval.
- **Fostering local ownership is essential for long-term continuity.** The project promoted Responsible Care by encouraging and guiding industry-led initiatives, with the Kenya Association of Manufacturers (KAM) leading the development of an action plan, guidelines, and a Responsible Care Charter. This approach enabled local stakeholders to take ownership, mobilize resources, and expand Responsible Care independently, demonstrating the value of guided engagement and practical work for sustained progress.

7.1.5. Nigeria 1

Title: Strengthening of the legal and institutional Infrastructures for sound management of chemicals (SMC)
Implementing partner: Federal Ministry of Environment
Agreement timeframe: 13 Nov 2018 – 31 Oct 2022 (Initially to 31 Jul 2021, with 1 amendment)
Budget: 499,800 USD

Results

Overall Assessment

The project in Nigeria demonstrated progress across six of the eight Core Indicator Criteria and achieved many of its planned objectives, delivering tangible results across critical areas such as governance, capacity building, policy development, and compliance with international conventions. It developed a centralized chemicals and waste management portal (though full integration and functionality remain pending), revised the mandates of coordination committees, and facilitated the drafting of the Chemicals and Waste Management Bill. The project also met capacity-building targets by developing and delivering comprehensive training programs, including national accreditation and prosecutors' courses. Additionally, it supported Nigeria in submitting key reports to international conventions, meeting compliance requirements. However, some objectives, such as the formal adoption of the bill and the establishment of fully operational cost recovery measures, were not fully realized at the project's conclusion.

Results & Progress by Core Indicator Criteria

The project covered six of the existing eight Core Indicator Criteria, namely:

Criterion 1.1*: Level of development of national chemical/waste database	Project Start	Project End
Rating Scale	**Rating**	
0. No database or registry	0	
1. Database or registry covering **1 Multilateral Environmental Agreement (MEA)**		
2. Database or registry covering **2 MEAs**		
3. Database or registry covering **3 MEAs**		
4. Database or registry covering **4 MEAs**		
5. Database or registry covering **4 MEAs** plus **SAICM/GFC**		5

**The grey color coding reflects the fact that as of the time of this assessment the portal is developed but not yet operational or integrated as planned*

Specific results:

- The project established a web portal[25] to consolidate chemicals and waste management data across sectors and covers all four MEAs and SAICM/GFC. This centralized platform currently contains only general information on chemicals, along with some policy documents, legislative resources, and training materials. It was intended to be integrated with the Federal Ministry of Environment's website to allow agency collaboration and regular updates for public access. However, due to bandwidth constraints at the Ministry, which serves as the primary administrator, integration is still pending, and work reportedly continues. At the time of this

[25] https://chemicalsandwaste.wixsite.com/smc-nigeria/national-documents . Before the public launch, feedback from national stakeholders on the website's flow and design was collected, and their suggestions were forwarded to UNITAR to enhance the website's usability and functionality.

assessment the data portal is not operational, the progress is represented in grey, indicating that the portal is "developed but not operational yet or integrated as planned".

- Additionally, the project conducted a study to review existing cost recovery measures for chemicals and waste management in Nigeria, collecting data on current financial instruments, regulatory frameworks, and gaps in funding mechanisms for sustainable chemicals management.

- Furthermore, the project developed a Manual on Monitoring Network for Chemicals and Waste Management to establish a systematic approach for collecting and managing data related to chemicals and waste in Nigeria. This manual outlines key steps for building a national monitoring network that meets international conventions and reporting requirements.

Criterion 1.2: Level of chemical/waste management expertise	Project Start	Project End
Rating Scale	**Rating**	
0. **No** knowledge or expertise available		
1. **Not enough** personnel in **at least one priority Ministry, Department or Agency** have **basic training** in chemical and/or waste management		
2. **Enough** personnel in **at least one priority Ministry, Department or Agency** have **basic training** in Chemical and/or waste management	2	
3. **Enough** personnel from **1 or 2 Ministry, Department or Agency** have been **trained** in chemical and /or waste management and **know how to apply it into country planning**		
4. **Enough** personnel in **3 or 4 Ministries, Departments or Agencies** have been **trained** in chemical and /or waste management **and can transfer their knowledge** to colleagues for day to day use		4
5. **All** the required personnel have **necessary expertise** and **can integrate** chemical management **into the development planning process**		

Specific results:

- The project developed a comprehensive capacity-building strategy in collaboration with UNITAR, addressing the need for expertise in sound chemicals and waste management, including compliance, enforcement, and global best practices. This strategy led to the development of training materials for Train-the-Trainer (TOT) courses, e-learning modules, a national accreditation course for chemical dealers, and a prosecutor's course for regulatory personnel. These capacity-building programs were delivered to chemical dealers, regulatory personnel, and through a Train-the-Trainer workshop for relevant ministries, departments, and agencies responsible for the sound management of chemicals in Nigeria, as well as for members of the National Committee on Chemicals Management (NCCM) and the Technical Coordinating Committee.

Criterion 1.4: Level of development of multi-stakeholder coordination mechanism for chemical/waste management	Project Start	Project End
Rating Scale	**Rating**	
0. There was **no** multi-stakeholder coordination mechanism		
1. There was a multi-stakeholder coordination mechanism with **very limited and irregular participation** from Government and non-Government bodies		
2. There was a multi-stakeholder coordination mechanism with **more regular and structured participation** from Government and non-Government bodies		
3. There was a multi-stakeholder coordination mechanism **with regular meetings and adequate** participation from Government and non-Government bodies	3	
4. There was **coordinated planning and a common knowledge exchange mechanism** in addition to a multi-stakeholder coordination mechanism **with regular meetings and adequate participation** from Government and non-Government		
5. The multi-stakeholder coordination mechanism reached **full maturity** with **full participation** from all Governmental and non-Governmental stakeholders and a **joint community** of practice		5

Specific results:

- The National Committee on Chemicals Management (NCCM) and the Technical Coordinating Committee (TCC) in Nigeria were established in 2010 to oversee sound management of chemicals, with the NCCM serving as an advisory body and the TCC providing technical support. A needs assessment conducted by the project in 2021 highlighted gaps in coordination, prompting a revision of the committees' Terms of Reference (ToR) to enhance their regulatory role and address stakeholder feedback. This revision aimed to promote improved coherence, efficiency, and multisectoral collaboration across government, private sector, and civil society, especially in policy harmonization and compliance in chemicals management. Additionally, as noted above, the project supported the committees in upgrading their knowledge through targeted training and involving them in discussions and the review of project deliverables, equipping members to address emerging issues and align their practices with international standards.
- Despite the NCCM's functioning, the adoption of the project-supported Chemicals and Waste Management Coordination Committee Bill, 2022 is essential to provide legal backing for its operations. This bill formalizes the NCCM's authority, enabling it to effectively coordinate chemicals and waste management across sectors, establish sub-committees, and manage a central database.

Criterion 2.1: Level of development and implementation of chemical/waste management policy, plan or strategy	Project Start	Project End
Rating Scale	**Rating**	
0. There was **no** strategy, policy or plan		
1. The strategy, policy or plan was **proposed**	1	
2. The strategy, policy or plan was **adopted**		2
3. The strategy, policy or plan was in place and **being implemented**		

Specific results:

- In collaboration with UNITAR the project developed Training and Awareness Raising Strategy on sound chemicals and waste management in Nigeria, along with annual implementation workplans.

- The project contributed to the development of the National Implementation Plan for Cost Recovery of Chemicals and Waste Management in Nigeria as a framework to make chemicals management financially sustainable. This plan addresses funding challenges by proposing fees for chemical permits and inspections, involving various sectors, including agriculture and industry, to support costs associated with regulatory activities. Stakeholders adopted at the technical level the framework content, with implementation being administratively supported, though formal legal backing remains in progress (e.g., regulatory amendments for allowing cost-recovery fees, defining enforcement authority for relevant agencies, establishing compliance mechanisms, and ensuring transparent fund management).

Criterion 2.2: Level of development of legal framework/primary legislation	Project Start	Project End
Rating Scale	**Rating**	
0. **Nothing** was done		
1. The relevant authority **proposed** to integrate the MEAs into national legislation	**1**	**1+**
2. The integration of the MEAs into national legislation was **adopted**		
3. The MEAs were integrated into national legislation and being **implemented**		

Specific results:

- Based on a legislative needs assessment, the project proposed a comprehensive legislative framework for sound chemicals and waste management in Nigeria, and developed the Chemicals and Waste Management Bill as noted under Criterion 1.4.

Criterion 2.4: Submission of reports to MEAs to which the country is a party	Project Start	Project End
Rating Scale	**Rating**	
0. **No** reports were submitted		
1. Reports were **partially completed** and **delayed**		
2. Reports were submitted on time, yet they were **partially completed**	**2**	
3. Reports were both **complete** and submitted **on time**		**3**

Specific results:

- Based on the data consolidated and provided by the project, Nigeria submitted the following reports to the secretariats of BRS and Minamata conventions:
  - Nigeria submitted its first full national report to the Minamata Convention on December 31, 2021, covering the period from August 16, 2017, to December 31, 2020. The publication of Nigeria's report on the Convention's official website indicates that it met the necessary submission requirements.
  - According to the Basel Convention's records, Nigeria submitted its national report for the year 2020 on December 31, 2021 and was published on the Convention's website.

  While Stockholm Convention mandates the countries to submit reports every four years, there is no publicly available information indicating that Nigeria has submitted subsequent reports since 2014.

Factors Affecting Performance

- **Gender:** The project promoted gender inclusivity by actively encouraging female participation in SMC-related roles and advocating for more women to join NCCM.
- **COVID-19:** The pandemic moderately impacted project activities, particularly by limiting movement and restricting the ability to hold in-person workshops. This resulted in delays or adjustments to planned training sessions and meetings, which had to be adapted to the constraints of the health crisis.

Sustainability

Sustainability of Results	After the End of the Project
Rating Scale	Rating
4. Results **not** maintained	
5. Results **partially** maintained	
6. Results **mostly** maintained	2
7. Results **fully** maintained	

- Funding has been secured to sustain core project outcomes, but with limited budgetary provisions. This financing allows for the maintenance of essential activities, yet additional resources will be required to expand and fully support SMC initiatives long-term.
- The project's training and awareness strategy (not costed), which includes a five-year work plan (2022–2026), aims to sustain knowledge-sharing and capacity building in SMC by utilizing trained personnel within institutions. Designed as a "living document" to be updated every two years, the strategy supports continuous learning and adaptation to emerging needs in chemicals management. Additionally, the project's development of an accreditation course provides a structured pathway for ongoing professional certification in SMC.
- Continued legal developments for cost-recovery measures enhance the project's potential for long-term financial sustainability. Although limited funding has been secured to maintain core outcomes, the proposed cost-recovery system within the strategy increases the likelihood of sustained support for SMC initiatives in Nigeria.
- These efforts will be further reinforced by a second project with the Special Programme, titled "Strengthening National Infrastructural and Human Capacity for Sound Chemicals and Waste Management in Nigeria" which was signed 31 October 2024 and will build upon the results of the first project.

Lessons Learned

- **Coordination bodies can function well even without formal legal backing in the presence of projects, though legal backing is essential for their sustained and structured functioning beyond project timelines.** During the project period, the National Committee on Chemicals Management (NCCM) successfully coordinated SMC activities by leveraging project resources and stakeholder engagement. However, without formal legal support, such bodies may face challenges in maintaining continuity, authority, and structured operations after project funding and direct support end.
- **Data collection enhances compliance and reporting**: By promoting systematic data collection practices (Manual on Monitoring Network for Chemicals and Waste Management) the project has improved Nigeria's ability to meet international reporting requirements. The benefits of data collection include more accurate compliance tracking, better-informed policymaking, and enhanced transparency in SMC. Future projects may prioritize data systems to support national and international reporting requirements effectively.

- **External expertise strengthens project deliverables, enhancing local ownership and impact when done collaboratively**: UNITAR's involvement in facilitating the training and awareness raising strategy development, designing training courses, and reviewing key documents contributed to high-quality project outputs. By working collaboratively and grounding efforts in a needs assessment, UNITAR and local stakeholders tailored deliverables to align with national priorities and the real needs of stakeholders. This approach demonstrates that external expertise, when combined with active local involvement, enhances both the relevance and long-term impact of project outcomes.
- **Ongoing communication and feedback strengthen project implementation:** Continuous communication and feedback from the Special Programme Secretariat played a critical role in guiding project progress. Regular monitoring and constructive feedback enabled the project team to identify and address challenges early, ensuring timely course corrections, informed decision-making, and alignment with project goals.
- **Open communication and transparency among stakeholders overcome institutional barriers**: Initially, some government organizations were hesitant to fully engage due to concerns over conflicting mandates. However, through open communication and a collaborative approach, these barriers were gradually broken down, fostering trust and teamwork.

7.1.6. South Africa

Title: Phasing out of lead in paint and the development of an action plan for SAICM emerging contaminants (lead in paint, HHPs, EPPPs, EDCs, & Cd)
Implementing partner: Department of Health (DoH) (specifically, its Department of Environmental Health)
Agreement timeframe: 30 Apr 2020 – 31 Jul 2023 (initially to 30 Sep 2022, with 1 Amendment)
Budget: 245,000 USD

Results

Overall Assessment

The project achieved all its planned measures and advanced across the relevant Core Indicator Criteria. It strengthened the chemicals management framework by conducting comprehensive studies to identify cost-effective alternatives, developing the National Implementation Plan (NIP) for managing and phasing out emerging contaminants, and supporting the revision of lead regulations to meet international standards. The project enhanced national capacity through targeted training for border officials, regulatory enforcement, and community sensitization, reaching key stakeholders and vulnerable groups. Additionally, it strengthened multi-stakeholder coordination mechanism by introducing a web-based platform for efficient communication and progress tracking. While the project achieved substantial outputs, a gap remains in the formal adoption process, particularly concerning the NIP.

Results & Progress by Core Indicator Criteria

The project covered five of the existing eight Core Indicator Criteria, namely:

Criterion 1.1: Level of development of national chemical/waste database	Project Start	Project End
Rating Scale	**Rating**	
0. **No** database or registry		
1. Database or registry covering **1 Multilateral Environmental Agreement (MEA)**		
2. Database or registry covering **2 MEAs**		
3. Database or registry covering **3 MEAs**		
4. Database or registry covering **4 MEAs**		
5. Database or registry covering **4 MEAs** plus **SAICM/GFC**	5	5+

Specific results:

- The project conducted a comprehensive study[26] to identify cost-effective and environmentally benign alternatives, as well as alternative technologies, for addressing emerging contaminants. The study supported the development of a more robust chemical/waste database by collecting and analyzing existing data, complemented by information from companies suspected of using chemicals of concern. This enhanced data availability improved monitoring and informed policy decisions.

Criterion 1.2: Level of chemical/waste management expertise	Project Start	Project End

[26] Life cycle analysis and baseline information on SAICM emerging contaminants in South Africa, conducted by the Department of Environment, Forestry, and Fisheries, 26 March 2021.

Rating Scale	Rating	
0. **No** knowledge or expertise available		
1. **Not enough** personnel in **at least one priority Ministry, Department or Agency** have **basic training** in chemical and/or waste management		
2. **Enough** personnel in **at least one priority Ministry, Department or Agency** have **basic training** in Chemical and/or waste management		
3. **Enough** personnel from **1 or 2 Ministry, Department or Agency** have been **trained** in chemical and /or waste management and **know how to apply it into country planning**		
4. **Enough** personnel in **3 or 4 Ministries, Departments or Agencies** have been **trained** in chemical and /or waste management **and can transfer their knowledge** to colleagues for day to day use	4	4+
5. **All** the required personnel have **necessary expertise** and **can integrate** chemical management **into the development planning process**		

Specific results:

- The project focused on awareness-raising and education campaigns targeting border officials, representatives from the Department of Agriculture, Land Reform, and Rural Development, and local communities. A total of nine workshops were conducted at key locations to educate participants on the safe handling and management of hazardous chemicals, as well as the environmental and human health impacts of chemicals, such as leaded paint, hazardous pesticides, and other emerging contaminants.
- The project emphasized capacity building for regulatory enforcement and compliance, especially of the newly established Border Management Agency, created under the Border Management Act signed into law in 2020. This agency consolidated border control responsibilities under a single management structure, replacing the sectoral approach previously used by individual departments at ports of entry. The project developed training materials for the agency officials, provided handheld XRF analyzers for early detection of lead in paint, and conducted training sessions to enable officials to identify controlled and banned substances and conduct inspections effectively. These activities ensured compliance with permit and regulatory requirements for locally manufactured, imported, and exported products, strengthening enforcement and compliance measures and improving overall border management coordination and efficiency.

Criterion 1.4: Level of development of multi-stakeholder coordination mechanism for chemical/waste management	Project Start	Project End
Rating Scale	**Rating**	
0. There was **no** multi-stakeholder coordination mechanism		
1. There was a multi-stakeholder coordination mechanism with **very limited and irregular participation** from Government and non-Government bodies		
2. There was a multi-stakeholder coordination mechanism with **more regular and structured participation** from Government and non-Government bodies	2	
3. There was a multi-stakeholder coordination mechanism **with regular meetings and adequate** participation from Government and non-Government bodies		3
4. There was **coordinated planning and a common knowledge exchange mechanism** in addition to a multi-stakeholder coordination mechanism **with regular meetings and adequate participation** from Government and non-Government		
5. The multi-stakeholder coordination mechanism reached **full maturity** with **full participation** from all Governmental and non-Governmental stakeholders and a **joint community** of practice		

Specific results:

- The project strengthened the earlier established Multi-Stakeholder Committee on Chemicals Management (MCCM) by actively engaging it to review project documents and provide guidance through its quarterly meetings. It also facilitated the formation of a subcommittee composed of technical experts from academia and research institutions, which conducted specialized technical work, such as addressing emerging contaminants and supporting project activities. To further enhance coordination, the project introduced a web-based platform that enabled stakeholders to share documents, provide feedback, and track progress efficiently.

Criterion 2.1: Level of development and implementation of chemical/waste management policy, plan or strategy	Project Start	Project End
Rating Scale	**Rating**	
0. There was **no** strategy, policy or plan	0	
1. The strategy, policy or plan was **proposed**		
2. The strategy, policy or plan was **adopted**		**2**
3. The strategy, policy or plan was in place and **being implemented**		

Specific results:

- The project facilitated the development of the National Implementation Plan (NIP) for the management and phasing out of emerging contaminants in South Africa, which was adopted at the technical level. The NIP outlined specific measures, including the development of specific regulations, to address pollutants such as endocrine-disrupting chemicals (EDCs), highly hazardous pesticides (HHPs), lead in paint, cadmium, and environmentally persistent pharmaceutical pollutants (EPPPs).
- The NIP was informed by extensive stakeholder consultations and by key studies conducted under the project[27]. These included an assessment of national infrastructure, institutional capacity, and legislation, which identified gaps and opportunities for improvement, and a cost-benefit analysis examining the socio-economic impacts of phasing out lead in paint and cosmetics. The "Report on Safer Alternatives" further supported the identification of environmentally benign solutions.

Criterion 2.3: Level of development of regulatory framework/secondary legislation	Project Start	Project End
Rating Scale	**Rating**	
0. **Nothing** was done	0	
1. The relevant authority **proposed** to develop regulations		
2. The regulations were **adopted**		
3. The regulations were in place and being **implemented**		**3**

Specific results:

- The project supported the development of regulations, including the phasing out of lead, to strengthen chemicals and waste management in South Africa *as part of associated domestic measures*. Key achievements included the revision of lead in paint regulations, setting the permissible lead concentration to 90 ppm, and the designation of lead as a hazardous substance. These regulations were complemented by a grace period to ensure compliance by manufacturers, suppliers, and retailers.

[27] The NIP development was additionally informed by the inventory of emerging contaminants conducted under domestic measures.

- The project also supported the enforcement of these regulations through the procurement and training on the use of handheld XRF analyzers for lead detection at ports of entry, ensuring compliance with import and export standards. Additionally, the project enhanced regulatory frameworks by informing policy through studies like the cost-benefit analysis and assessments of institutional capacity and legislation.

Factors Affecting Performance

- **Gender:** The project was gender responsive as it incorporated gender considerations into its design and implementation and addressed the differentiated risks and impacts of chemical exposure on women and vulnerable populations in its deliverables. Awareness-raising initiatives highlighted the linkages between chemical exposures and gender-specific health and environmental effects. Specific efforts included training of women working on farms, as well as engaging female border management officials in capacity-building sessions - approximately 46% or more of participants in workshops, trainings, and other capacity-building activities were women. Furthermore, the multi-stakeholder approach ensured the representation of women in policy development and decision-making processes, and equitable participation across genders.
- **Covid-19:** The project was moderately impacted by the pandemic, leading to delays in some activities and necessitating an amendment to the PCA.

Sustainability

Sustainability of Results	After the End of the Project
Rating Scale	Rating
0. Results **not** maintained	
1. Results **partially** maintained	
2. Results **mostly** maintained	
3. Results **fully** maintained	3

- According to key informants, the sustainability of the project's results is evident through the continued functioning of structures established during the project. The National Implementation Plan (NIP) for managing emerging contaminants is being implemented, and the MCCM remains active in delivering on its work programme. Furthermore, the government has procured additional portable XRF instruments, now deployed at various border posts to enhance regulatory enforcement. Ongoing training for border officials on the use of XRF devices and broader chemical awareness initiatives further supports the continuity of capacity-building efforts.

Lessons Learned

- **Scientific research enhances credibility and effectiveness of regulations**: Involving experts from research institutions provided evidence-based insights for regulatory frameworks. This approach informed policy decisions, supported public awareness campaigns, and ensured the adoption of environmentally benign and cost-effective alternatives.
- **Capacity building ensures long-term compliance and enforcement**: Training customs and border officials and equipping them with handheld XRF analyzers improved the enforcement of lead in paint regulations.

7.2. Country Level Findings for Central and Eastern European/Asian Countries

7.2.1. India

Title: Institutional Capacity Building for Sustainable Management of Chemical and Wastes with Special Focus on Persistent Organic Pollutants (POPs)
Implementing partner: CSIR-National Environmental Engineering Research Institute (CSIR-NEERI)
Agreement timeframe: 27 Dec 2018 – 30 Jun 2024 (initially to 28 Feb 2022, with two amendments)
Budget: 164,677 USD

Results

Overall Assessment

The India SP project demonstrated progress across four relevant key Core Indicator Criteria, achieving its planned objectives to varying degrees. It contributed to establishing an inventory on POPs and an action plan aligned with the National Implementation Plan under the Stockholm Convention. The project also established a Directorate for Information and Knowledge Sharing within CSIR-NEERI, which has played a central role in coordinating stakeholders and facilitating knowledge exchange. However, challenges remained in operationalizing certain components, such as the interactive toolkit intended to support decision-making. The project's results have largely been maintained, with funding secured to continue key initiatives under the GEF-financed NIP renewal project.

Results & Progress by Core Indicator Criteria

The project covered four of the existing eight Core Indicator Criteria, namely:

Criterion 1.1: Level of development of national chemical/waste database	Project Start	Project End
Rating Scale	**Rating**	
0. **No** database or registry	**0**	
1. Database or registry covering **1 Multilateral Environmental Agreement (MEA)**		**1**
2. Database or registry covering **2 MEAs**		
3. Database or registry covering **3 MEAs**		
4. Database or registry covering **4 MEAs**		
5. Database or registry covering **4 MEAs** plus **SAICM/GFC**		

- The project established an inventory on Persistent Organic Pollutants (POPs), focusing on the requirements of the Stockholm Convention. The inventory included data on sources, usage, and environmental presence of POPs, aiming to support the updating of India's National Implementation Plan (NIP) and ensuring compliance with the Stockholm Convention. The inventory was also supplemented with data from research articles and studies.
- It should be noted that the project developed a new methodology to address analytical gaps in monitoring emerging POPs. The team established Standard Operating Procedures and protocols, using advanced instruments to detect and measure these pollutants in air, water, soil, and sediment samples.
- Furthermore, the project reportedly developed an interactive electronic toolkit using a Microsoft PowerPoint-based application; however, it is not currently available online. The toolkit was primarily designed for regulators, policymakers, and stakeholders involved in waste management. As explained by the project manager, it categorizes different types of waste (e.g.,

municipal solid waste, biomedical waste, plastic waste) and provides detailed information on their management, regulatory framework, and waste generation statistics in India. The interactive toolkit is planned to be hosted on the CSIR website once certain challenges are addressed. (For the interactive toolkit to be effective, it would require well-organized, accessible and up-to-date data/information that can be easily navigated.)

- As opposed to an interactive electronic toolkit, the project produced a report on Toolkit for Environmentally Sound Management of Persistent Organic Pollutants, which is intended for stakeholders involved in the management of chemicals and waste, policymakers, environmental agencies, and industry professionals. The toolkit provides a clear framework for understanding the key regulations, conventions, and best practices governing the management of POPs.

Criterion 1.2: Level of chemical/waste management expertise	Project Start	Project End
Rating Scale	**Rating**	
0. **No** knowledge or expertise available		
1. **Not enough** personnel in **at least one priority Ministry, Department or Agency** have **basic**		
2. **Enough** personnel in **at least one priority Ministry, Department or Agency** have **basic**		
3. **Enough** personnel from **1 or 2 Ministry, Department or Agency** have been **trained** in		
4. **Enough** personnel in **3 or 4 Ministries, Departments or Agencies** have been **trained** in chemical/waste management **and can transfer their knowledge** to colleagues for day-to-day use	4	4+
5. **All** the required personnel have **necessary expertise** and **can integrate** chemical management **into the development planning process**		

- The project contributed to capacity building of scientists, researchers, industry professionals, regulators, and policymakers in India by organizing training sessions and workshops on monitoring POPs, chemicals, and waste management. It developed scientific capacity through specialized training in POPs analysis and the use of advanced monitoring tools, focusing on enhancing stakeholders' ability to assess and manage emerging pollutants and hazardous waste.
- According to one of the key informants for this assessment, years of government officials' participation in various capacity building events across different projects, presenting policy briefs, and providing scientific research translated into accessible formats, have increased policymakers' understanding of chemicals and waste management issues. *"Earlier, officials were in denial when we spoke about POPs. Now they are in acceptance."*

Criterion 1.3: Existence and level of development of chemical/waste management unit or department	Project Start	Project End
Rating Scale	**Rating**	
0. **Nothing** had been done		
1. The Government **decided on a mandate** to establish a unit ***(research institution decided)***	1	
2. The Government developed a **framework document** detailing how the unit would be		
3. The unit was **established** and had an **executive director**		
4. The unit was established and had an executive director. In addition, **standard operating procedures** were developed, and **staff** were hired		
5. The unit had all human, financial and physical resources and was **fully operational**		5

Specific results:

- The project established a Directorate for information and knowledge sharing under CSIR-NEERI, which plays an important role in providing technical assistance to relevant government agencies in chemical and waste management. According to the project manager, the Directorate is composed of 25 members from various institutions, representing a significant increase from the network NEERI had prior to the project's initiation, including researchers and experts primarily

focused on POPs. Information exchange occurs mainly via email, but also through the organization of various events and discussions. Members from different institutions share their knowledge and data with NEERI, which consolidates and forwards the information to government agencies requesting specific data. In this way, the Directorate functions as a data consolidation hub and centralized provider of POPs-related information.

Criterion 2.1: Level of development and implementation of chemical/waste management policy, plan or strategy	Project Start	Project End
Rating Scale	**Rating**	
0. There was **no** strategy, policy or plan		
1. The strategy, policy or plan was **proposed**	**1**	**1+**
2. The strategy, policy or plan was **adopted**		
3. The strategy, policy or plan was in place and **being implemented**		

Specific results:

- The project facilitated the development of a prioritized list of actions based on a gap assessment and needs analysis, aimed at reducing and eliminating POPs and hazardous wastes. Aligned with the objectives of the National Implementation Plan (NIP) under the Stockholm Convention, this plan addressed key gaps in India's chemical and waste management systems. By the end of the project, the action plan was reportedly fully adopted; however, evidence of its adoption was not provided to the SP Secretariat. Meanwhile, India is in the process of updating its NIP under the Stockholm Convention, with CSIR-NEERI involved in its preparation. Therefore, the outputs produced under the project are expected to inform the NIP's preparation.

Factors Affecting Performance

- **Gender**: The project demonstrated gender responsiveness by integrating gender considerations into its activities. A gender study was conducted to explore the roles of men and women in hazardous chemicals and waste management, highlighting the need for gender-sensitive policies and practices. Additionally, another study focused on the differential health impacts of POPs on men and women, emphasizing the importance of understanding these differences in the context of public health. These studies and a follow-up workshop on gender mainstreaming helped raise awareness about the lack of gender-responsive approaches in the sector. However, follow-up actions at the national level regarding specific gender-related policy changes remain unclear, though at the industry level, there were some positive shifts in terms of awareness and practices, as per one of the key informants for this assessment. It should be noted also that over a third of participants in the project's activities, such as workshops, consultations, and capacity-building sessions, were women.

- **Covid-19**: The Covid-19 pandemic severely disrupted fieldwork activities, including sample collection and industrial surveys, as restrictions on movement and safety concerns limited access. Moreover, due to government restrictions, only essential work was permitted, leading to the resignation of some project staff. The project recruited and trained new staff, causing delays in project progress. These challenges led to the need for project extensions to accommodate delays and ensure the completion of key tasks.

Sustainability

Sustainability of Results	After the End of the Project
Rating Scale	Rating
Results **not** maintained	
Results **partially** maintained	
Results **mostly** maintained	2
Results **fully** maintained	

- The results achieved by the project are largely maintained, with full financing secured to sustain these outcomes. Funds have been obtained through GEF projects, such as the one for the renewal of the National Implementation Plan (NIP) under the Stockholm Convention.

Lessons Learned

- **Incorporating high-ranking government officials into decision-making structures is essential for policy influence and sustainability**: Both the project's advisory board and the Special Directorate were composed of a limited number of technical government regulatory staff, with no high-ranking policymakers involved (most members were researchers, scientists and industry representatives). Including senior officials in these decision-making bodies would ensure better policy integration, secure political support, and facilitate the allocation of resources necessary for the long-term success and scalability of projects.
- **Sustainability requires secure financing:** Achieving project sustainability goes beyond successful implementation and requires securing long-term financing. A follow-up GEF-financed project on NIP renewal, that started at the end of 2022, along with government financing, will facilitate further implementation of the Stockholm Convention in India.
- **Building trust through confidentiality is important for obtaining honest feedback**: During interviews with industry staff members (under the gender study), many were initially reluctant to participate due to fears of potential consequences. However, once the project assured them of confidentiality, respondents became more open and willing to share their insights. This highlights the importance of establishing trust and emphasizing confidentiality in sensitive discussions, which can encourage greater participation and more honest, valuable feedback.
- **Finding ways to document project successes is important for sustainability/scaling up**: Informal feedback from gender study participants indicated some positive shifts in industry practices, but these changes were not formally documented. This documentation not only helps in identifying lessons learned but also provides opportunities for sustaining engagement with stakeholders, securing future funding, and ensuring the continuation of the project's objectives. This also highlights the need for better mechanisms to track, record, and report such shifts, ensuring that positive developments are captured for future reference and sustainability.
- **Evaluations that lack sound methodologies hinder learning**: The evaluation report submitted by the implementing organization lacked sound methodologies and focus. This results in missing opportunities to validate all the achievements, identify lessons, and provide actionable recommendations, ultimately weakening their ability to guide future programme designs.

7.2.2. Iran

Title: Strengthening Institutional Capacity for the Sustainable Sound Management of Chemicals and Waste throughout Cleaner Production Approach in order to Implement the Multilateral Environmental Agreements (MEAs) in I.R. Iran Oil Industry
Implementing partner: The Research Institute of Petroleum Industry (RIPI)
Agreement timeframe: 5 Nov 2019 – 30 Nov 2022 (initially to 31 May 2021, with three amendments)
Budget: 250,000 USD

Results

Overall Assessment

The project made significant progress in strengthening the sound management of chemicals and waste in the oil sector and demonstrated progress across three relevant Core Indicator Criteria. It conducted a comprehensive chemical inventory at the Lavan Oil Refinery, identifying pollution sources and evaluating chemical management options in alignment with international conventions. The project also enhanced the knowledge of oil industry managers and planners through capacity-building activities, particularly in cleaner production and pollution prevention approaches. Finally, it provided guidance on minimizing environmental contamination in the oil industry, which was subsequently shared with policymakers.

Results & Progress by Core Indicator Criteria

The project covered three of the existing eight Core Indicator Criteria, namely:

Criterion 1.1: Level of development of national chemical/waste database	Project Start	Project End
Rating Scale	**Rating**	
0. No database or registry	0	
1. Database or registry covering **1 Multilateral Environmental Agreement (MEA) – under Stokholm Convention**		1
2. Database or registry covering **2 MEAs**		
3. Database or registry covering **3 MEAs**		
4. Database or registry covering **4 MEAs**		
5. Database or registry covering **4 MEAs** plus **SAICM/GFC**		

Specific results:

- The project conducted a comprehensive chemical inventory at the Lavan Oil Refinery Company (LORC) in accordance with the Stockholm Convention, identifying sources of pollution and waste, and evaluating possible options for the sound management of chemicals and conducting a risk assessment.
- Furthermore, the project reviewed the legislative framework, policy options, institutional structure, and economic/financial instruments, and also analyzed existing opportunities, motivations, and major obstacles facing the oil industry in promoting cleaner production techniques.
- The project team also conducted baseline studies and assessments in LORC, including a social impact assessment in a nearby village. The social impact assessment team performed both qualitative and quantitative studies, providing recommendations for improving the lives of the local community, including gender mainstreaming strategies.

Criterion 1.2*: Level of chemical/waste management expertise	Project Start	Project End
Rating Scale	**Rating**	
0. **No** knowledge or expertise available – ***At the oil refinery***	0	
1. **Not enough** personnel in **at least one priority Ministry, Department or Agency** have **basic training** in chemical and/or waste management		
2. **Enough** personnel in **at least one priority Ministry, Department or Agency** have **basic training** in Chemical and/or waste management – ***At the oil refinery***		2
3. **Enough** personnel from **1 or 2 Ministry, Department or Agency** have been **trained** in chemical and /or waste management and **know how to apply it into country planning**		
4. **Enough** personnel in **3 or 4 Ministries, Departments or Agencies** have been **trained** in chemical and /or waste management **and can transfer their knowledge** to colleagues for day to day use		
5. **All** the required personnel have **necessary expertise** and **can integrate** chemical management **into the development planning process**		

**The yellow color coding reflects the fact that the progress is measured at a non-governmental level*

Specific results:

- The project significantly increased awareness of cleaner production approaches within the oil industry through capacity building events, leading to a notable rise in the number of informed individuals by the end of the project. According to key informants the use of cleaner production approaches had not been implemented in Iran's oil industry prior to the project's initiation, nor was there a focus on pollution prevention at the source. However, through this project and the introduction of cleaner production practices, the knowledge of managers and planners in the oil industry significantly increased. Thanks to the capacity building, particularly in corrosion management, waste, and wastewater management, the oil industry has initiated numerous projects to reduce and manage pollution even after the conclusion of the Special Programme project.
- A positive outcome of the project was the collaboration among three key government entities: the Iranian oil industry, the Ministry of Foreign Affairs, and the Environmental Organization, all of which were actively engaged in the project's activities and got insights of the gaps and challenges. This cooperation played a significant role in raising the standards and requirements established by the Environmental Organization.

Criterion 2.1*: Level of development and implementation of chemical/waste management policy, plan or strategy	Project Start	Project End
Rating Scale	**Rating**	
0. There was **no** strategy, policy or plan	0	
1. The strategy, policy or plan was **proposed** ***(for Oil Refinery Company)***		1
2. The strategy, policy or plan was **adopted**		
3. The strategy, policy or plan was in place and **being implemented**		

**The yellow color coding reflects the fact that the progress is measured at a non-governmental level*

Specific results:

- The project developed recommendations for improved wastewater treatment and oil separation systems, influencing operational changes at the Lavan refinery. It also proposed better

management practices, including the segregation of oily wastewater and the introduction of automated valve systems to minimize environmental contamination.

Factors Affecting Performance

- **Gender:** The project was gender responsive as it mainstreamed gender considerations into its activities. It identified gender disparities in employment opportunities, particularly the lack of jobs for women at the Lavan Oil Refinery, and suggested increased job opportunities and vocational training for women. It also promoted the integration of women into workforce planning and corporate social responsibility programs in the oil industry, advocating for gender equality in job offerings.
- **Financial constraints:** Although no UN Security Council sanctions were in place that directly related to the partners in the project, feedback provided during the assessment process indicated that the imposition of economic sanctions delayed access to the project's financial resources, making it difficult to maintain the project's momentum. Despite these challenges, all stakeholders worked together to minimize the negative impacts.
- **Covid-19:** Due to a significant portion of the project being carried out on Lavan Island, travel restrictions during the COVID-19 pandemic caused delays in some aspects of the project. Additionally, many training courses faced long interruptions, and in some cases, they were held online instead.

Sustainability

Sustainability of Results	After the End of the Project
Rating Scale	Rating
0. Results **not** maintained	
1. Results **partially** maintained	1
2. Results **mostly** maintained	
3. Results **fully** maintained	

- The government is committed to continuing in-kind financing following the completion of the project. Additionally, the Research Institute of Petroleum Industry, as a government research institution, plans to make the most of the capacities developed during the project, including knowledge packages and a range of services aimed at addressing challenges across various sectors of the oil industry. This approach is expected to lead to the implementation of several subsequent projects, further contributing to the oil industry. Consequently, the revenue generated can be managed effectively to sustain and stabilize the results achieved by the project.

Lessons Learned

- **Building trust with local communities and government officials is crucial for project success**: Securing the support of influential figures, such as community and religious leaders, significantly improved data collection and project acceptance, especially in sensitive and isolated regions.
- **Thorough planning and engagement with decision-makers are necessary to overcome operational challenges**: Projects in highly regulated environments, such as oil refineries, require securing permissions and addressing political sensitivity.
- **Addressing small operational issues can significantly impact environmental sustainability and operational efficiency**: Identifying and resolving issues like drainage problems in oil refineries can lead to substantial improvements in both sustainability and efficiency.

- **Focusing on gender integration can enhance social equity**: A clear focus on creating job opportunities for women and supporting their participation in the workforce can improve gender equality.

7.2.3. Kazakhstan

Title: Strengthening the National Capacity of the Republic of Kazakhstan to Regulate Chemicals Through Ensuring Compliance with Obligations Under International Multilateral Environmental Agreements
Implementing partner: UNDP
Agreement timeframe: 24 Sep 2019 – 31 Dec 2021
Budget: 249,631 USD

Results

Overall Assessment

The project made progress across multiple Core Indicator Criteria, preparing the National Profile on Chemicals Management, strengthening Kazakhstan's regulatory framework for chemical and waste management, and enhancing expertise and awareness. However, delays in adopting the Road Map for the Chemical Industry (2021–2025) and the absence of formalized inter-agency coordination mechanisms highlight areas requiring further action to ensure the project's long-term impact.

Results & Progress by Core Indicator Criteria

The project covered five of the existing eight Core Indicator Criteria, namely:

Criterion 1.1: Level of development of national chemical/waste database	Project Start	Project End
Rating Scale	**Rating**	
0. **No** database or registry (*the last national profile was developed in 2013*)	**0**	
1. Database or registry covering **1 Multilateral Environmental Agreement (MEA)**		
2. Database or registry covering **2 MEAs**		
3. Database or registry covering **3 MEAs**		
4. Database or registry covering **4 MEAs**		
5. Database or registry covering **4 MEAs** plus **SAICM/GFC**		**5**

Specific results:

- The project developed the National Profile on Chemicals Management in the Republic of Kazakhstan[28], which systematically assessed Kazakhstan's existing infrastructure and practices for chemicals management to enhance its alignment with international standards and improve overall safety. It collected and analyzed comprehensive data on the production, import, and export of chemicals, including statistics on volumes and types. The study examined how chemicals are used across various sectors, storage and transportation practices, and the methods employed for waste management, such as recycling and disposal. Critical issues were identified at every stage of the chemical lifecycle, from production to disposal, alongside an evaluation of the health and environmental impacts of chemical exposure. Additionally, the project reviewed Kazakhstan's legislative and regulatory frameworks, focusing on laws, enforcement mechanisms, and strategies for monitoring and controlling chemical substances.

[28] The very first page of the document incorrectly lists the funding agency of the project as GEF instead of UNEP SP https://kap.kz/custom/wysiwyg/image/file/20201130/20201130124826_15372.pdf

Institutional responsibilities and stakeholder engagement were also significant components of the analysis. The roles and coordination mechanisms of government agencies were assessed, as were the contributions of non-governmental organizations (NGOs), industry representatives, and civil society in achieving sound chemicals management. Furthermore, The National Profile not only identified gaps and challenges but also proposed targeted recommendations for improving chemical safety practices, enhancing intersectoral collaboration, and building capacity across relevant institutions.

Criterion 1.2: Level of chemical/waste management expertise	Project Start	Project End
Rating Scale	**Rating**	
0. **No** knowledge or expertise available		
1. **Not enough** personnel in **at least one priority Ministry, Department or Agency** have **basic training** in chemical and/or waste management	1	
2. **Enough** personnel in **at least one priority Ministry, Department or Agency** have **basic training** in Chemical and/or waste management		
3. **Enough** personnel from **1 or 2 Ministry, Department or Agency** have been **trained** in chemical and /or waste management and **know how to apply it into country planning**		
4. **Enough** personnel in **3 or 4 Ministries, Departments or Agencies** have been **trained** in chemical and /or waste management **and can transfer their knowledge** to colleagues for day to day use		
5. **All** the required personnel have **necessary expertise** and **can integrate** chemical management **into the development planning process**		5

Specific results:

- Capacity building under the project involved a range of activities to strengthen chemical and waste management expertise in Kazakhstan. Training sessions, including an international online workshop attended by 173 participants, focused on applying international and national chemical safety regulations, with particular emphasis on the Eurasian Economic Union's (EAEU) Technical Regulations (TR EAEU 041/2017[29]). Roundtables and seminars provided platforms for discussing draft frameworks such as the National Profile on chemical management, engaging government representatives, industrial stakeholders, NGOs, and academia to identify gaps and share best practices. According to the project's final report more than 1000 individuals were reached through eight different capacity building events.
- In addition, for sharing publications and raising public awareness about chemical safety issues, the project utilized the websites and social networks of three different agencies: UNDP, the Center for Sustainable Development (CSD), and JSC "Zhasyl Damu", a subordinate organization of the Ministry of Ecology, Geology, and Natural Resources.. Over 30 publications were shared, alongside Kazakhstan's first chemical safety podcast featuring six episodes on topics such as POPs, pesticides, and plastics[30]. All these materials remain accessible online, ensuring ongoing public education on chemical safety.

[29] The EAEU Technical Regulation 041/2017, "On the Safety of Chemical Products," standardizes safety requirements for chemicals within the Eurasian Economic Union. It ensures proper classification, labelling, registration, and risk assessment, promoting trade while safeguarding health and the environment.

[30] Link to the podcasts: https://undp.mave.digital/
Link to one of the knowledge products on the CSD website: https://csd-center.kz/baza-znaniy/vliyanie-himicheskih-veschestv-na-zdorove-i-okruzhayuschuyu-sredu.html?lang=ru
Note: The link to the Zhasyl Damu website may be unsafe: http://zhasyldamu.kz/proekt-proon-menu-ru/proekt-proon-unep-ru.html

Criterion 1.4: Level of development of multi-stakeholder coordination mechanism for chemical/waste managementh	Project Start	Project End
Rating Scale	**Rating**	
0. There was **no** multi-stakeholder coordination mechanism	0	
1. There was a multi-stakeholder coordination mechanism with **very limited and irregular participation** from Government and non-Government bodies		
2. There was a multi-stakeholder coordination mechanism with **more regular and structured participation** from Government and non-Government bodies		**2**
3. There was a multi-stakeholder coordination mechanism **with regular meetings and adequate** participation from Government and non-Government bodies		
4. There was **coordinated planning and a common knowledge exchange mechanism** in addition to a multi-stakeholder coordination mechanism **with regular meetings and adequate participation** from Government and non-Government		
5. The multi-stakeholder coordination mechanism reached **full maturity** with **full participation** from all Governmental and non-Governmental stakeholders and a **joint community** of practice		

Specific results:

- A project-led analysis identified a gap in Kazakhstan's coordination of chemical and waste management, and proposed creating an interagency coordination commission to improve collaboration, establish clear roles, and facilitate effective communication among stakeholders. However, the establishment of the commission was delayed due to the postponed enforcement of the Eurasian Economic Union Technical Regulation TR EAEU 041/2017, which entered into force by the end of 2022.
- Although the commission itself was not established, intersectoral collaboration was achieved during the project through the creation of a Working Group. This group, which was integrated with the Project Board, included representatives from key ministries and served dual roles in facilitating technical discussions, providing expert input, and ensuring effective decision-making and coordination of project activities. Through this approach, the project laid the foundation for the potential establishment of an interagency coordination commission by fostering dialogue and preparing recommendations to guide its creation.

Criterion 2.1: Level of development and implementation of chemical/waste management policy, plan or strategy	Project Start	Project End
Rating Scale	**Rating**	
0. There was **no** strategy, policy or plan		
1. The strategy, policy or plan was **proposed**	**1**	**1+**
2. The strategy, policy or plan was **adopted**		
3. The strategy, policy or plan was in place and **being implemented**		

Specific results:

- The project facilitated the preparation of the Road Map for the Development of the Chemical Industry (2021–2025) through a highly consultative processes and with the involvement of all the relevant stakeholders. The Road Map stands out for its structured approach, clearly identifying sources of financing, timeframes for implementation, and responsible entities for each initiative. However, with the project ending, it has not been formally approved.

Criterion 2.3: Level of development of regulatory framework/secondary legislation	Project Start	Project End
Rating Scale	**Rating**	
0. **Nothing** was done		
1. The relevant authority **proposed** to develop regulations	1	
2. The regulations were **adopted**		
3. The regulations were in place and being **implemented** *(2 out of 4 proposed regulations)*		3

- The project contributed to advancing the regulatory framework for chemical and waste management in Kazakhstan. It facilitated the inclusion of mercury in the list of pollutants whose emissions are subject to environmental regulation and the list of substances requiring mandatory environmental monitoring. Furthermore, in response to a request from the Ministry of Ecology, Geology, and Natural Resources, the project developed several regulatory acts, including the "Rules for handling persistent organic pollutants (POPs) and wastes containing them," which were approved by the Minister in November 2022. This regulation establishes procedures for managing, monitoring, and mitigating the risks associated with POPs in compliance with international conventions such as the Stockholm Convention. Other regulations, such as the "Rules for making an inventory of stationary emission sources" and the "Rules for keeping records of hazardous waste," were proposed to enhance regulatory oversight and environmental accountability. However, the approval of these regulations is still pending.

Factors Affecting Performance

- **Gender:** The project demonstrated gender responsiveness by integrating gender considerations into its activities. Among the participants in capacity-building initiatives, such as round tables, seminars, and workshops, women played significant roles. Gender aspects were systematically addressed in legislative reviews, capacity-building initiatives, and the establishment of institutional frameworks. For example, recommendations included analyzing the gender equality situation and enhancing the participation of women in decision-making processes related to chemicals management. Furthermore, public awareness campaigns and materials on chemical safety explicitly targeted women's needs, focusing on their specific exposure risks.
- **Covid-19:** The pandemic necessitated adjustments to the planned activities. For example, certain stakeholder engagements, workshops, and consultations that were intended to be conducted in person had to be moved to online platforms. Despite these challenges, the project adapted by utilizing virtual tools.

Sustainability

Sustainability of Results	After the End of the Project
Rating Scale	**Rating**
0. Results **not** maintained	
1. Results **partially** maintained	
2. Results **mostly** maintained	2
3. Results **fully** maintained	

- Results are mostly maintained, with two regulations approved, stakeholders having access to the national profile and many project-produced awareness materials, and the majority of trained staff remaining in their positions. However, the sustainability of the project's outcomes was challenged by the absence of mechanisms to ensure long-term follow-up and implementation.

Lessons Learned

- **External factors can prevent the realization of key project outcomes**. The postponed enforcement of the Eurasian Economic Union Technical Regulation TR EAEU 041/2017 hindered the establishment of an interagency coordination commission. While the project adapted by engaging an inter-agency working group, the collaboration lacked the intensity achievable through a formalized structure.
- **Combining the roles of the Working Group and Project Board into a single structure can sometimes provide a practical solution to resource and coordination constraints during the project.** While the arrangement worked in this instance, such an integration can be challenging in balancing technical expertise with strategic oversight.
- **Stakeholders often agree on recommendations or action plans, but follow-up is hindered by workload pressures.** While stakeholders participate in the discussions and the development of recommendations, the absence of legally binding commitments frequently results in limited follow-up once they return to their overburdened workplaces after the project concludes. Allowing sufficient time within the project timeline or implementing a follow-up initiative to secure formal government approval and incorporate specific tasks into institutional responsibilities, can help ensure the sustained implementation of recommendations.
- **Leveraging international and national expertise enhances capacity for chemicals management**. The involvement of international expertise in the analysis, capacity building and recommendations development, combined with the active participation of national experts, has been essential in advancing Kazakhstan's efforts to manage chemicals and waste effectively. International consultants integrated global best practices through expert analysis and tailored recommendations, accelerating the alignment of national frameworks with international conventions. National experts played an important role in contextualizing these insights, and their collaboration with international counterparts not only ensured relevance to local conditions but also enhanced their own expertise.

7.2.4. North Macedonia

Title: Strengthening institutional capacities for mainstreaming quadruple synergy schemes in implementation of the National Action Plans (NAPs) for implementation of SAICM and inclusion of Minamata Convention
Implementing partner: POPs Unit at North Macedonia Ministry of Environment and Physical Planning (MOEPP)
Agreement timeframe: 13 Apr 2020 – 30 Jun 2022 (Initially to 31 Mar 2023, with 1 amendment)
Budget: 198,556 USD

Overall Assessment

The project made progress across four Core Indicator Criteria, achieving its planned objectives to varying degrees. It facilitated the development of a preliminary web-based portal to consolidate chemicals and waste management data and contributed to capacity-building efforts. Additionally, the project updated the National Implementation Plan (NIP) under SAICM and developed an action plan for the quadruple synergy scheme. However, challenges remained regarding the uncertain establishment of a dedicated coordination unit for chemicals and waste-related instruments within the Ministry of Environment and Physical Planning, and the delayed operationalization of the web-based portal.

Results & Progress by Core Indicator Criteria

The project covered four of the existing eight Core Indicator Criteria, namely:

Criterion 1.1: Level of development of national chemical/waste database	Project Start	Project End
Rating Scale	**Rating**	
0. No database or registry	0	0+
1. Database or registry covering **1 Multilateral Environmental Agreement (MEA)**		
2. Database or registry covering **2 MEAs**		
3. Database or registry covering **3 MEAs**		
4. Database or registry covering **4 MEAs**		
5. Database or registry covering **4 MEAs** plus **SAICM/GFC**		

- The project facilitated the development of a preliminary version of a web-based portal designed to consolidate chemicals and waste management data and enhance intersectoral coordination. This centralized platform aimed to serve as a repository for documents, legislative resources, and policy updates, while also providing automated notifications to registered members about updates or newly uploaded materials.
- For the development of this platform there was an engagement with representatives from Serbia who had already developed and operationalized a platform for intersectoral collaboration in chemicals management. During this exchange, the Serbian team shared insights on platform design, user engagement strategies, and technical features that facilitate multi-stakeholder coordination and data sharing. These sessions aimed to provide practical guidance and lessons learned that could inform North Macedonia's efforts to develop its own system.
- It should be noted that, this activity was not part of the project's original design. Due to COVID-19 travel restrictions and cancelled workshops, funds were redirected to portal development. However, due to the personal circumstances of the portal developer, the work on its completion

was delayed. According to the project manager, work is still ongoing, but as of this assessment, the portal's completion remains uncertain.

Criterion 1.2: Level of chemical/waste management expertise	Project Start	Project End
Rating Scale	**Rating**	
0. **No** knowledge or expertise available		
1. **Not enough** personnel in **at least one priority Ministry, Department or Agency** have **basic training** in chemical and/or waste management		
2. **Enough** personnel in **at least one priority Ministry, Department or Agency** have **basic training** in Chemical and/or waste management		
3. **Enough** personnel from **1 or 2 Ministry, Department or Agency** have been **trained** in chemical and /or waste management and **know how to apply it into country planning**	**3**	**3+**
4. **Enough** personnel in **3 or 4 Ministries, Departments or Agencies** have been **trained** in chemical and /or waste management **and can transfer their knowledge** to colleagues for day to day use		
5. **All** the required personnel have **necessary expertise** and **can integrate** chemical management **into the development planning process**		

Specific results:

- The project included a capacity-building initiative to support institutional preparedness for implementing international chemicals and waste conventions. A hybrid workshop held in April 2022, in collaboration with RECETOX[31], focused on training stakeholders for the quadruple synergy scheme. RECETOX contributed tailored presentations, and North Macedonian focal points shared their progress on implementing the BRS and Minamata Conventions, and SAICM. Designed with international reach, the workshop invited participants from the Central and Eastern Europe (CEE) region, with RECETOX and regional representatives joining online, ensuring broader knowledge exchange and collaboration.

Criterion 1.3: Existence and level of development of chemical/waste management unit or department	Project Start	Project End
Rating Scale	**Rating**	
0. **Nothing** had been done	0	
1. The Government **decided on a mandate** to establish a unit		
2. The Government developed a **framework document** detailing how the unit would be established and would operate		**2**
3. The unit was **established** and had an **executive director**		
4. The unit was established and had an executive director. In addition, **standard operating procedures** were developed, and **staff** were hired		
5. The unit had all human, financial and physical resources and was **fully operational**		

Specific results:

- A key objective of the project was the development of terms of reference and a framework document for a new division under the Ministry of Environment and Physical Planning to coordinate the implementation of the Basel, Rotterdam, Stockholm, and Minamata Conventions as well as SAICM. The institutional assessment consultant developed this framework, as

[31] RECETOX is the Stockholm Convention Regional Centre hosted by the Research Centre for Toxic Compounds in the Environment at Masaryk University, Czech Republic

documented in the Institutional Assessment Report (April 2022) and the National Plan for Synergy Scheme (June 2022), both of which explicitly recommended establishing such a division.

- The Head of the Department of Chemicals at the Ministry of Environment and Physical Planning (MoEPP) supports the establishment of such a division and envisions the formal integration of the POPs Unit (implementing partner of the closed SP project) to undertake these responsibilities within the Ministry. However, changes at senior leadership levels have contributed to uncertainty regarding the commitment to establish the proposed division.

Criterion 2.1: Level of development and implementation of chemical/waste management policy, plan or strategy	Project Start	Project End
Rating Scale	**Rating**	
0. There was **no** strategy, policy or plan	0	
1. The strategy, policy or plan was **proposed**		
2. The strategy, policy or plan was **adopted**		
3. The strategy, policy or plan was in place and **being implemented**		3

Specific results:

- The project successfully updated the National Implementation Plan (NIP) under the Strategic Approach to International Chemicals Management (SAICM). This revised plan addressed gaps identified during legislative and institutional analyses and outlined national priorities for improving chemicals management across their life cycle.
- The project also developed an action plan for implementing the quadruple synergy scheme (BRS and Minamata Conventions). This plan included measures to enhance coordination among focal points and integrate Minamata Convention provisions into existing frameworks. Stakeholders emphasized the need for sustained engagement and resource allocation to ensure the plan's effective implementation.

Factors Affecting Performance

- **Socio-political factor:** The project faced moderate impacts from socio-political factors, including disruptions due to the COVID-19 pandemic and frequent changes in leadership positions within the Ministry of Environment and Physical Planning. Additionally, wider consultations on the updated National Action Plan (NAP) were delayed due to elections.
- **COVID-19:** The pandemic moderately affected project timelines and methodologies, necessitating shifts from in-person activities to hybrid and virtual formats.
- **Gender**: Over half of the project participants were women, showcasing active engagement of women in chemicals and waste management activities.

Sustainability

Sustainability of Results	After the End of the Project
Rating Scale	**Rating**
0. Results **not** maintained	
1. Results **partially** maintained	
2. Results **mostly** maintained	2
3. Results **fully** maintained	

- While no dedicated post-project financing was secured, minimal support from the national budget ensures continuity of obtained results – implementation of the developed plans. Challenges persist with retaining the trained staff due to their turnover.

Lessons Learned

- **Adaptive management helps ensure project flexibility in the face of unforeseen circumstances**. Due to COVID-related travel restrictions, project funds were reallocated to the portal development. This flexibility in planning ensured that resources addressed critical needs. Although the web portal has not yet operationalized, it holds significant potential for coordinating activities and sharing knowledge related to the implementation of the relevant conventions.
- **Capacity building needs to be institutionally embedded**. While workshops increased individual knowledge, the lack of institutional continuity highlighted the need for structured systems to retain and institutionalize capacity.
- **Alignment of institutional structures strengthens long-term outcomes**. Incorporating the Minamata Convention into the existing triple synergy scheme ensured better coordination, minimized duplication, and aligned national strategies with international chemical management obligations.

7.2.5. Tajikistan

Title: Strengthening capacities for national implementation and ratification of the chemicals and waste Conventions in Tajikistan
Implementing partner: UN Environment Programme Europe Office
Agreement timeframe: 1 Jan 2020 – 30 Sep 2022 (initially to 30 Jun 2021, with 1 Amendment)
Budget: 233,904 USD

Results

Overall Assessment

The project made progress across five Core Indicator Criteria, achieving its planned objectives to varying degrees. It successfully established a multi-stakeholder coordination mechanism with the creation of the Inter-Ministerial Chemicals Management Committee (ICMC). The project also improved the capacity of personnel from various government ministries through comprehensive trainings and discussions. The project also contributed to strengthening Tajikistan's legal framework, and developing legal instruments for the country's accession to the Rotterdam and Minamata Conventions. These efforts culminated in the ratification of the Rotterdam Convention in October 2024. Despite these achievements, the project faced a challenge in maintaining the knowledge sharing mechanism: the information portal.

Results & Progress by Core Indicator Criteria

The project covered five of the existing eight Core Indicator Criteria, namely:

Criterion 1.1*: Level of development of national chemical/waste database	Project Start	Project End
Rating Scale	**Rating**	
0. **No** database or registry	0	
1. Database or registry covering **1 Multilateral Environmental Agreement (MEA)**		
2. Database or registry covering **2 MEAs**		
3. Database or registry covering **3 MEAs**		
4. Database or registry covering **4 MEAs**		
5. Database or registry covering **4 MEAs** plus **SAICM/GFC**		5

** The grey color coding reflects the fact that as of the time of this assessment the portal was developed but not integrated/operational as planned*

Specific results:

- The project reportedly developed an information portal for information exchange on sound chemicals and waste management, available in Russian and Tajik languages. The platform consolidated key data on chemical management, pesticide use, hazardous waste, and legislative and institutional frameworks. Additionally, the website housed valuable resources, including informational brochures, press releases, and training materials, accessible to both governmental and non-governmental stakeholders.
- Despite its reported success (with 36,276 users as of June 2022), the portal is no longer functional and is not integrated into the relevant government agency's website as planned. Since at the time of this assessment the data portal was not operational, the progress is represented in grey, indicating that the portal is "developed but not operational yet or integrated as planned."

Criterion 1.2: Level of chemical/waste management expertise	Project Start	Project End
Rating Scale	**Rating**	
0. **No** knowledge or expertise available		
1. **Not enough** personnel in **at least one priority Ministry, Department or Agency** have **basic training** in chemical and/or waste management	1	
2. **Enough** personnel in **at least one priority Ministry, Department or Agency** have **basic training** in Chemical and/or waste management		
3. **Enough** personnel from **1 or 2 Ministry, Department or Agency** have been **trained** in chemical and /or waste management and **know how to apply it into country planning**		
4. **Enough** personnel in **3 or 4 Ministries, Departments or Agencies** have been **trained** in chemical and /or waste management **and can transfer their knowledge** to colleagues for day to day use		
5. **All** the required personnel have **necessary expertise** and **can integrate** chemical management **into the development planning process**		5

Specific results:

- The project successfully enhanced the capacity of key personnel from multiple government ministries, including the Committee on Environmental Protection, Ministry of Agriculture, Ministry of Health, Ministry of Economic Development and Trade, and the Customs Service. Through comprehensive training workshops and roundtable discussions, which reached a diverse group, participants gained expertise in managing hazardous chemicals, implementing the Basel and Stockholm Conventions, and preparing for the ratification of the Rotterdam Convention.

Criterion 1.3: Existence and level of development of chemical/waste management unit or department	Project Start	Project End
Rating Scale	**Rating**	
0. **Nothing** had been done		
1. The Government **decided on a mandate** to establish a unit		
2. The Government developed a **framework document** detailing how the unit would be established and would operate		
3. The unit was **established** and had an **executive director**	3	
4. The unit was established and had an executive director. In addition, **standard operating procedures** were developed, and **staff** were hired		4
5. The unit had all human, financial and physical resources and was **fully operational**		

Specific results:

- The project assessed the institutional and staffing capacity of the Committee on Environmental Protection (CEP), including the number of staff members required to carry out key functions under the ICMC. Based on this assessment, recommendations were made and later approved. These recommendations outlined the necessary staffing levels to address chemicals and waste issues and to effectively coordinate the work of relevant Ministries and Agencies.

Criterion 1.4: Level of development of multi-stakeholder coordination mechanism for chemical/waste management	Project Start	Project End
Rating Scale	**Rating**	
0. There was **no** multi-stakeholder coordination mechanism	0	
1. There was a multi-stakeholder coordination mechanism with **very limited and irregular participation** from Government and non-Government bodies		
2. There was a multi-stakeholder coordination mechanism with **more regular and structured participation** from Government and non-Government bodies		
3. There was a multi-stakeholder coordination mechanism **with regular meetings and adequate** participation from Government and non-Government bodies		
4. There was **coordinated planning and a common knowledge exchange mechanism** in addition to a multi-stakeholder coordination mechanism **with regular meetings and adequate participation** from Government and non-Government		
5. The multi-stakeholder coordination mechanism reached **full maturity** with **full participation** from all Governmental and non-Governmental stakeholders and a **joint community** of practice		5

Specific results:

- The project established a multi-stakeholder coordination mechanism through the creation of the Inter-Ministerial Chemicals Management Committee (ICMC), which became fully operational. The ICMC was formalized through a decree signed by the Chairman of the Committee on Environmental Protection (CEP), confirming its establishment and associated activities. The ICMC included representatives from key ministries, focal points, non-governmental organizations, the scientific community, and industry.
- The ICMC held regular meetings, discussed priority issues, and developed a work plan to address key areas such as legislative gaps, capacity-building needs, and the drafting of accession documents for international conventions. The committee's work was well-documented, and meeting minutes were shared publicly via the project website.

Criterion 2.2: Level of development of legal framework/primary legislation	Project Start	Project End
Rating Scale	**Rating**	
0. **Nothing** was done		
1. The relevant authority **proposed** to integrate the MEAs into national legislation	1	
2. The integration of the MEAs into national legislation was **adopted**		
3. The MEAs were integrated into national legislation and being **implemented**		3

Specific results:

- The project made significant contribution to strengthening Tajikistan's legal framework for chemical and waste management. A Legal Working Group conducted a thorough analysis of legislative gaps for the implementation of the Stockholm and Basel Conventions, as well as for Tajikistan's accession to the Rotterdam and Minamata Conventions. Based on their recommendations, the group developed legal instruments for improving the implementation of the Basel and Stockholm Conventions and for Tajikistan's accession to the Rotterdam and Minamata Conventions. These recommendations and legal instruments were shared with relevant ministries, and after being approved, were submitted to the President of Tajikistan. As a result of the project's efforts, Tajikistan ratified the Rotterdam Convention in October 2024.

Factors Affecting Performance

- **Gender:** The project was gender-responsive, highlighting the role of women as agents of change in its activities. At all trainings and roundtable discussions, efforts were made to empower women to actively participate in shaping the country's environmental policies. Special focus was placed on women during trainings on illegal pesticide trade. Women made up between 25% and 70% of the participants in various trainings, including those on the BRS and Minamata Conventions, chemicals and waste health effects, and illegal trade in chemicals. Women also comprised 25% to 65% of the participants in roundtable discussions, with the highest participation (65%) in discussions on illegal chemical trade and pesticides.
- **Covid-19:** The COVID-19 pandemic made it difficult to organize face-to-face meetings, especially in remote areas of Tajikistan. As a result, some activities, particularly face-to-face trainings, were delayed.

Sustainability

Sustainability of Results	After the End of the Project
Rating Scale	Rating
4. Results **not** maintained	
5. Results **partially** maintained	
6. Results **mostly** maintained	2
7. Results **fully** maintained	

- The Committee on Environmental Protection (CEP) secured financing to continue essential activities, such as organizing working meetings with relevant ministries and agencies, facilitating dialogues with stakeholders, and addressing recommendations on national chemical legislation development. While most project results are being sustained, the information portal, a key component for knowledge sharing, is no longer functional.

Lessons Learned

- **Engaging the right mix of implementing agencies can enhance project success**: The collaboration between local and Russian NGOs, both with long-standing relationships with the government of Tajikistan, was important to the success of the project. The local NGO played a key role in implementing project activities across the country, including coordinating workgroups, and conducting trainings and outreach in various districts. Their established ties with government ministries were instrumental in ensuring smooth communication and support. The Russian NGO provided technical expertise by reviewing legislative documents and contributing to the development of the information portal. Their partnership, built on mutual trust and government connections, allowed for effective collaboration and the successful implementation of the project. Furthermore, having UNEP as the executing agency proved valuable as it helped to ensure that all outcomes aligned with SP Secretariat's expectations and were properly documented.
- **Early planning for integration of information portals within government systems is a key for long-term sustainability.** The project initially planned for the information portal to be integrated into the Ministry of Environment's official website, ensuring its sustainability and accessibility beyond the project's duration. However, this integration was not realized, and the portal is no longer functional. This experience highlights the importance of securing early buy-in from key government bodies and ensuring that such integration is a core part of the planning and implementation process.

- **Formalized inter-governmental structures significantly improve coordination of activities in the chemicals and waste sector.** At the beginning of the project, activities were significantly impacted by institutional factors, particularly the low level of coordination between relevant Ministries and Agencies. To address this challenge, the project successfully established the Inter-Ministerial Chemicals Management Committee (ICMC), which played an important role in improving coordination and facilitating the implementation of the project's activities.

8. ANNEXES

8.1. Brief Information on Assessed Projects

	Project Title	PCA with:	Implementing Partner	PCA Timeframe	Budget in USD	Round
Angola	Strengthening Angola's National Chemicals and Waste Management Programme by establishing sustainable, integrated, and coherent national structure with emphasis on Private Sector participation"	Ministry of Environment of the Republic of Angola	National Chemicals and Waste Management Coordinating Unit	22 Aug 2019 - 31 Dec 2023 (initially to 31 Jun 2022)	500,000	3
The Gambia	Institutional Capacity Building for the Implementation of the Multilateral Environmental Agreements in The Gambia	National Environment Agency	National Environment Agency	8 May 2018 – 31 December 2024 (initially to 31 Oct 2019)	241,000	2
Ghana	Strengthening Institutional Capacity for the Sustainable Sound Management of Chemicals and Waste throughout their Life-cycle and the Effective Implementation of the Basel, Rotterdam, Stockholm and Minamata Conventions and the Strategic Approach to International Chemicals Management (SAICM) in Ghana	Environmental Protection Agency	Environmental Protection Agency	16 May 2018 - 31 Jul 2022 (initially to 30 Apr 2021)	250,000	2
Kenya	Support to chemicals and wastes MEAs and SAICM implementation in Kenya	Ministry of Environment and Natural Resources	Ministry of Environment and Natural Resources	17 Jul 2018 - 31 Mar 2022 (initially to 30 Jun 2021)	250,000	2
Nigeria	Strengthening of the legal and instltutional Infrastructures for sound management of chemicals (8MC)	Federal Ministry of Environment	Federal Ministry of Environment	13 Nov 2018 – 31 Oct 2022 (Initially to 31 Jul 2021)	499,800	2
South Africa	Phasing out of lead in paint and the development of an action plan for SAICM emerging contaminants (lead in paint, HHPs, EPPPs, EDCs, & Cd)	Department of Environment, Fisheries and the Africa Institute	Department of Health (DoH)	30 Apr 2020 – 31 Jul 2023 (initially to 30 Sep 2022)	245,000	3
India	Institutional Capacity Building for Sustainable Management of Chemical and Wastes with Special Focus on POPs	CSIR-National Environmental	CSIR-National Environmental	27 Dec 2018 – 30 Jun 2024 (initially to 28 Feb 2022)	164,677	2

		Engineering research Institute	Engineering research Institute			
Iran	Strengthening Institutional Capacity for the Sustainable Sound Management of Chemicals and Waste throughout Cleaner Production Approach in order to Implement the Multi-lateral Environmental Agreements (MEAs) in I.R. Iran Oil Industry	The Research Institute of Petroleum Industry (RIPI)	The Research Institute of Petroleum Industry (RIPI)	5 Nov 2019 – 30 Nov 2022 (initially to 31 May 2021)	250,000	3
Kazakhstan	Strengthening the National Capacity of the Republic of Kazakhstan to Regulate Chemicals Through Ensuring Compliance with Obligations Under International Multilateral Environmental Agreements	UNDP	UNDP	24 Sep 2019 – 31 Dec 2021	249,632	3
North Macedonia	Strengthening institutional capacities for mainstreaming quadruple synergy schemes in implementation of the National Action Plans (NAPs) for implementation of SAICM and inclusion of Minamata Convention	North Macedonia Ministry of Environment and Physical Planning (MOEPP)	POPs Unit at MOEPP	13 Apr 2020 – 30 Jun 2022 (Initially to 31 Mar 2023)	198,556	2
Tajikistan	Strengthening capacities for national implementation and ratification of the chemicals and waste Conventions in Tajikistan	UN Environment Europe Office	UN Environment Europe Office	1 Jan 2020 – 30 Sep 2022 (initially to 30 Jun 2021)	250,277	3

8.2. REVIEWED DOCUMENTS

Contract-related Documents:

1. TOR for the Second Assessment of SP Closed Projects
2. Norms and Standards for Evaluation, UNEG, 2017
3. Ethical Guidelines for Evaluation, UNEG, 2020
4. Administrative instruction for Consultants and individual contractors, ST/AI/2013/4 UN Secretariat, 2013
5. Special measures for protection from sexual exploitation and sexual abuse, ST/SGB/2003/13 UN Secretariat, 2003

SP-related Documents:

1. United Nations Environment Assembly resolution 1/5, on chemicals and waste
2. Decision adopted by the Governing Council/Global Ministerial Environment Forum Chemicals and Waste Management UNEP/GC.27/12 (pages 32-37)
3. Guidance on the scope of the Special Programme
4. Special Programme Application Guidelines
5. Project application form
6. Special Programme Project Database | UNEP - UN Environment Programme
7. Publicity Toolkit PT.pdf (unep.org)
8. The Special Programme factsheet series: Gender Factsheet, Stakeholder Engagement Factsheet, Monitoring and Evaluation Factsheet
9. ROM Review[32], 2019
10. Mid-Term Evaluation of the Special Programme, UNEP, 2019
11. First Assessment of Closed Projects under the Special Programme, UNEP SP, 2022
12. Lessons learned from past Special Programme projects lessons_learned_projects.pdf (unep.org)
13. Spotlight videos on SP project impacts: for Angola https://youtu.be/nhUEcJhQKu4 and India https://youtu.be/c35pD2skzjA
14. Monitoring, Evaluation and Learning Strategy and Action Plan, UNEP, 2020 MELSAP.pdf (unep.org)
15. Special Programme Monitoring, Evaluation, & Learning Toolkit, UNEP, 2020 SPMELT.pdf (unep.org) https://wedocs.unep.org/20.500.11822/35799

SP-related Documents by Countries:

16. PCAs and their Amendments
17. Progress Reports
18. Evaluation Reports
19. Project Deliverables (Study Reports, Legislative and Policy Documents, etc.)

[32] Results Oriented Monitoring conducted by the EU for EU-funded projects

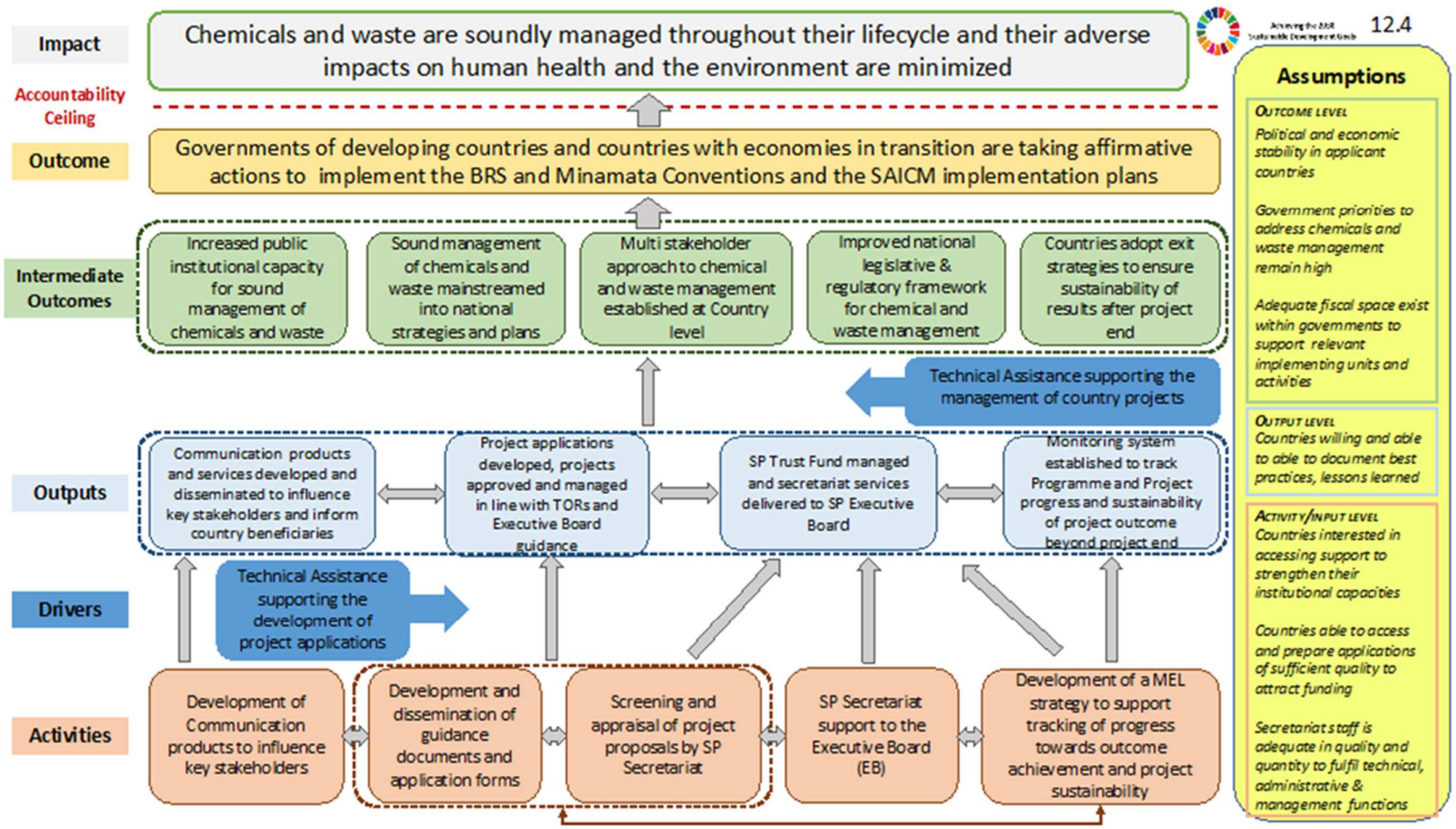
8.3. STAKEHOLDERS CONSULTED

SP Secretariat	**1.**	Ms. Katherine Theotocatos, Programme Management Officer
	2.	Ms. Nicole O. Caesar
	3.	Mr. Felix Herzog, Programme Officer - M&E Specialist
Angola	**4.**	Mr. Santos Virgilio, SP Project Manager
	5.	Mr. Jose Silva, the President Angolan Ecological Youth NGO (JEA)
The Gambia	**6.**	Mr. Lamin Jaiteh, SP Project Manager
	7.	Mr. Bai Bittaye, former SP Project Manager
	8.	Mr Abou Jeng, Senior Customs Officer of the Gambia Revenue Authority
Ghana	**9.**	Mr. Sam Adu-Kumi, SP Project Manager
	10.	Mr. Kwadwo Ansong Asante, Representative of the Council for Scientific and Industrial Research
	11.	Ms. Lawrencia Osei-Nyarko, Representative of Environment Youth Action Network
Kenya	**12.**	Mr. Melau Ntakuka, SP Project Manager
	13.	Mr. John Mumbo, Member of Multisecteral Committe on Sound Chemicals Management
	14.	Mr. Gitu Leonard, President of Kenya Chemicals Society, Member of Multisectoral Committee
Nigeria	**15.**	Mr. Olubunmi Lousanya, SP Project Manager
	16.	Mr. Spanny Embiemu, Head of Food and Chemicals Unit at the National Environmental Standards and Regulations Enforcement Agency (NESREA)
	17.	Ms. Grace Odunola Iwendi, Federal Ministry of Agriculture
Sourth Africa	**18.**	Mr. Gordon Khauoe, SP Project Manager
	19.	Mr. Ramsook loykisoonlal, Deputy Director, Depatment of Environmental Health at the Department Of Health
	20.	Mr. Gift Moncho, head of Instpection Services, Department of Agriculture, Forestry and Fisheries
India	**21.**	Mr. Ramesh Kumar, SP Project Manager
	22.	Mr. Djarat Pratish, Researcher at Dioxin Research Laboratory, CSIR – NIIST
	23.	Ms. Girja Bharat, Founder Director at Mu Gamma Consultants
	24.	Mr. Bolu Ram Yada, Scientist, Assistant Professor, Academy of Scientific and Innovative Research
	25.	Ms. Debishree Khan, Scientist and AcSIR Faculty
Iran	**26.**	Mr. Mohamad Habibi, SP Project Manager
	27.	Ms. Atieh Vahidmanesh, the Head of Social Impact Assessment Group
	28.	Mr. Ali Ziaedini, Head of Wastewater Management Group
Kazakhstan	**29.**	Ms. Nina Gor, SP Project Manager
	30.	Ms. Saltanat Baeshova, Project Expert, currently National Team Leader at FAO
	31.	Ms. Vera -Mustanfina, Center for Sustainable Development Director
North Macedonia	**32.**	Suzana Andonova, SP Project Manager
	33.	Mr. Marjan Mihajlov, Project Expert on Insitutional Analysis
	34.	Ms. Emilija Kupeva Nedelkova,Head of Division for chemicals and industrial accidents, Ministry of Environment and Physical Planning
Tajikistan	**35.**	Ms. Mijke Hertoghs, Regional Coordinator for Chemicals,Waste and Air Quality, Europe Office, Implementing organization
	36.	Ms. Muazama Burkhanova, Head of Public Ecological Organization
	37.	Ms. Shahlo Azizbekova, Committee on Environmental Protection under the Government of Tajikistan

Note: 13 out of 37 respondents were female (35%).

8.4. TOC OF SPECIAL PROGRAMME AND TABLE LINKING INDICATORS TO TOC INTERMEDIATE OUTCOMES

8.4.1. TOC[33]



[33]The Special Programme TOC, as included in the revised SP project document signed with the Policy and Programme Division on 14.04.21.

8.4.2. Correspondence between Intermediate Outcomes and Criteria under the Core Indicators[34]

Theory of Change	**MEL Strategy & Toolkit**
	Core indicator 1 Extent of strengthened government capacity and coordination mechanism to support development and implementation of National Strategies for Chemicals and Waste Management as a result of funding from the Special Programme
Intermediate Outcome of ToC	**Criteria under Core Indicator 1**
Increasing public institutional capacity for the sound management of chemicals & waste	1.1. Are there National chemical and/or waste databases? 1.2 Is the necessary Chemical and/or Waste Management expertise available? 1.3 Has a department been established for Chemical and/or Waste Management and provided with the necessary resources?
Establishing a multi-stakeholder approach to chemicals & waste at the country level	1.4 Does the government participate in a Multi-stakeholder Coordination Mechanism for Chemical & Waste Management?
	Core Indicator 2 Degree of integration of chemicals and waste management into national and sector planning - formally proposed, adopted, or being implemented including required reporting to the relevant Conventions and voluntary reporting to SAICM/GFC
Intermediate Outcomes of ToC	**Criteria under Core Indicator 2**
Mainstreaming sound management of chemicals & waste into national strategies and plans	2.1. Are Chemical and /or waste Management Policy, Plan, Strategy developed or updated and being implemented?
Improving the national legislative & regulatory framework for chemicals & waste management	2.2 Is the necessary chemical and /or waste management legal framework in place? 2.3 Is the chemical and / or waste management regulatory framework in place?
	2.4 Are reports to the MEAs to which the country is a party to being submitted?

[34] Developed by Felix Herzog, SP Programme M&E Officer

8.5. ASSESSMENT FRAMEWORK

8.5.1. Project Effectiveness Indicators with Scorecards

CORE INDICATOR 1: Extent of strengthened government capacity and coordination mechanism to support development and implementation of National Strategies for Chemicals and Waste Management as a result of funding from the Special Programme.					
Criterion 1.1: Are there National chemical and/or waste databases?					
0 **No** chemical/ waste database exists	**1** Chemical and/or waste inventory or databases **exist for one MEA**	**2** Chemical and/or waste inventory or databases **exist for 2 MEAs**	**3** Chemical and/or waste inventory or databases **exist for 3 MEAs**	**4** Chemical and/or waste inventory or databases **exist for 4 MEAs**	**5** Chemical and/or waste inventory or databases **exist for all 4 MEAs plus SAICM/GFC**
Baseline: *Target:* *Explain in max. 30 words the progress you made to get to your target: Attach the following proof:*					
Criterion 1.2: Is the necessary Chemical and/or Waste Management expertise available?					
0 **No** knowledge or expertise available on chemicals and waste management	**1** **Not enough** personnel in **at least one priority Ministry. Department or Agency** have **basic training** in chemical and/or waste management	**2** **Enough** personnel in **at least one priority Ministry, Department or Agency** have **basic training** in Chemical and/or waste management	**3** **Enough** personnel from **1 or 2 Ministry, Department or Agency** have been **trained** in chemical and/or waste management and **know how to apply it into country planning**	**4** **Enough** personnel in **3 or 4 Ministries, Department or Agencies** have been **trained** in chemical and/or waste management **and can transfer their knowledge** to colleagues for day to day use.	**5** **All** the required personnel have **necessary expertise** and **can integrate** chemical management **into the development planning process**
Baseline: *Target:* *Explain in max. 30 words the progress you made to get to your target: Attach the following proof:*					
Criterion 1.3: Has a department been established for Chemical and/or Waste Management and provided with the necessary resources?					
0 There is **no** dedicated department /unit for chemical/waste management	**1** Government **mandate in place for establishment** of a dedicated chemical and /or waste management department/unit.	**2** Framework **document for establishment and operation** of the Chemical/ Waste Management Department/Unit **developed**	**3** Chemical and /or waste Management department/unit **established and Executive Director in place**	**4** **Standard Operating Procedures** for the Chemical and /or waste management Department/Unit **developed and staff hiring is in process**.	**5** Chemical/ Waste Management Department/Unit has the required **human, physical, and financial resources and is operational**.
Baseline: *Target:* *Explain in max. 30 words the progress you made to get to your target: Attach the following proof:*					
Criterion 1.4: Does the government participate in a Multi-stakeholder Coordination Mechanism for Chemical & Waste Management?					
0 There is **no** multi-stakeholder coordination mechanism	**1** There is a multi-stakeholder coordination mechanism with **very limited and irregular**	**2** There was a multi-stakeholder coordination mechanism with **more regular and structured participation** from	**3** There is a multi-stakeholder coordination mechanism with **regular meetings and adequate**	**4** There was coordinated planning and a common **knowledge exchange mechanism** in addition to a multi-stakeholder	**5** The multi-stakeholder coordination mechanism reached **full maturity** with **full participation** from all

	participation from Government and non-Government bodies	Government and non-Government bodies	**participation** from Government and non-Government bodies	coordination mechanism with regular meetings and adequate participation from Government and non-Government	Governmental and non-Governmental stakeholders and a **joint community** of practice
Baseline:	*Target:*	*Explain in max. 30 words the progress you made to get to your target: Attach the following proof:*			

CORE INDICATOR 2: Degree of integration of chemical and waste management into national and sector planning - formally proposed, adopted, or being implemented including required reporting to the relevant Conventions and voluntary reporting to SAICM/GFC.			
Criterion 2.1: Are Chemical and /or waste Management Policy, Plan, Strategy developed, updated and/or being implemented?			
0	**1**	**2**	**3**
No Chemical/Waste Management Policy, Plan, or Strategy exists	A relevant government official, agency, organization or non-governmental entity with decision making authority in its respective legal, regulatory, policy or non-governmental system has **proposed** development of a national plan, policy or strategy for chemical and /or waste management	A relevant government official, agency, organization or non-governmental entity with decision making authority in its respective legal, regulatory, policy or non-governmental system has **adopted** a national plan, policy or strategy for chemical and /or waste management	A relevant government official, agency, organization or non-governmental entity with decision making authority in its respective legal, regulatory, policy or non-governmental system **is implementing** a national plan, policy or strategy for chemical and / or waste management that **is in force**
Baseline:	*Target:*	*Explain in max. 30 words the progress you made to get to your target: Attach the following proof:*	
Criterion 2.2: Is the necessary chemical and /or waste management legal framework in place? It refers to the laws/conventions which the country has ratified.			
0	**1**	**2**	**3**
No legal framework in place	Legal Framework **proposed**	A legal framework to support the policy/plan or strategy has been **adopted**.	Legal framework to support policy, plan or strategy is **in place**
Baseline:	*Target:*	*Explain in max. 30 words the progress you made to get to your target: Attach the following proof:*	
Criterion 2.3: Is the chemical and / or waste management regulatory framework in place? It refers to the specific regulatory steps the country has taken to ensure the laws /conventions are implemented on the ground.			
0	**1**	**2**	**3**
No Chemical and /or waste management regulatory framework	Regulatory Framework **Proposed**	A regulatory framework to support the policy, plan, or strategy has been **adopted** but enforcement **not yet operational**	A regulatory framework to support the policy, plan, or strategy is **in place** and enforcement **operational**
Baseline:	*Target:*	*Explain in max. 30 words the progress you made to get to your target: Attach the following proof:*	
Criterion 2.4: Are reports to the MEAs to which the country is a party to being submitted?			
0	**1**	**2**	**3**
No reporting to relevant MEAs is being done	Reports are partially complete and delayed.	Reports are submitted partially complete on time.	Reports are submitted complete and on time.
Baseline:	*Target:*	*Explain in max. 30 words the progress you made to get to your target: Attach the following proof:*	

8.5.2. Indicators Related to Factors Affecting Project Performance with Rating Scales

1. **Gender and Human Rights Considerations in Project Design and Implementation**
   Indicator 1.1: Degree of consideration of gender in project design.
   Indicator 1.2. Degree of consideration of gender in project implementation
   Indicator 1.3: Degree of consideration of human rights in project design.
   Indicator 1.4: Degree of consideration of human rights in project implementation.
   Rating scale for Indicators 1.1-1.4:
   a) Not applicable
   b) Not considered
   c) Minimal consideration
   d) Moderate consideration
   e) Significant consideration

2. **Impact of External Factors on Project Implementation**
   Indicator 2.1: Degree of impact of socio-political factors on project implementation.
   Indicator 2.2: Degree of impact of financial factors on project implementation.
   Indicator 2.3: Degree of impact of institutional factors on project implementation.
   Indicator 2.4: Degree of impact of impact of the global COVID-19 pandemic on project implementation.
   Rating scale for Indicators 2.1-2.4:
   a) Not aplicable
   b) No impact
   c) Minimal impact
   d) Moderate impact
   e) Significant impact

8.5.3. Project Sustainability Indicators with Rating Scales

Indicator 1: Degree of adoption of exit strategies for ensuring project sustainability.
Rating scale:
a) No exit strategy adopted
b) Partial adoption of exit strategy
c) Substantial adoption of exit strategy
d) Full adoption of exit strategy
Indicator 2: Extent of maintenance of project results post-closure.
Rating scale:
a) Results not maintained
b) Results partially maintained
c) Results mostly maintained
d) Results fully maintained
Indicator 3: Government financing secured for maintaining project results post-closure.
Rating scale:
a) No financing secured
b) Financing secured just to maintain the most basic results achieved in the project
c) Financing secured to maintain the majority of the results achieved in the project
d) Full financing secured to maintain all the results achieved by the project

8.6. ASSESSMENT QUESTIONNAIRE

You are cordially invited to complete this survey for the Second Independent **Assessment of Closed Projects under the Special Programme (SP)**. The survey will help to improve the work of the Special Programme in the future. It will take **approximately 30 minutes** and has **three sections (Focus Areas and Progress Attained, Inclusivity and Factors Affecting Performance, and Sustainability of Results).** Thank you in advance for your crucial support in completing the survey until **20 June 2024**.

By clicking on **"next"** at the bottom of each page, the results are **automatically saved**. You can continue or resume the survey at a later stage, just close the page once having clicked "next" and re-access it by **clicking the same survey link**. Please note that for this you must use **the same device and same web browser with cookies enabled**. You can go back to the survey as many times you want. Make sure you click on **the "Done and Submit"** button once you finish.

NB: Please note that for matrix questions you can only select one answer per row and column, and for checkbox questions also only one answer.

Background Information

Contact Details**:**				
Full Name:			Gender:	
Organization:				
Title/Position in Organization:				
Contact Information	Email:		Phone:	
Which role did you have in the in the SP project? (please specify):				
Please indicate if you are from the minority group? (Yes/No)				

SECTION 1 - AREAS OF FOCUS OF YOUR SP PROJECT AND PROGRESS ATTAINED

1.1. Did your SP project focus on introducing a national chemical or waste database or registry?

- Yes, and progress was made
- Yes, but no progress was made
- No

If "Yes, and progress was made", go question 1.1.1
If "Yes, but no progress was made", go to question 1.1.2
If "No", go to question 1.2

1.1.1. What **database or registry** on chemical or waste management did your country have?

	At the **start** of your SP project	At the **end** of your SP project
No database or registry		
Database or registry covering **1 Multilateral Environmental Agreement (MEA)**		
Database or registry covering **2 MEAs**		
Database or registry covering **3 MEAs**		
Database or registry covering **4 MEAs**		
Database or registry covering **4 MEAs** plus **SAICM/GFC**		
None of the above		

If your project had "none of the above" situation, please specify it in the comment box below, otherwise please write "NA" to move to the next question (1.2):

1.1.2. If no progress was made, what **database or registry** on chemical or waste management did your country have at the **start** of your SP project?

- **No** database or registry
- Database or registry covering **1 Multilateral Environmental Agreement (MEA)**
- Database or registry covering **2 MEAs**
- Database or registry covering **3 MEAs**
- Database or registry covering **4 MEAs**
- Database or registry covering **4 MEAs and SAICM/GFC**
- None of the above, please specify:

1.2. Did your SP project focus on developing the knowledge or expertise on chemical or waste management through trainings, workshops or other means?

- Yes, and progress was made
- Yes, but no progress was made
- No

If "Yes, and progress was made", go question 1.2.1
If "Yes, but no progress was made", go to question 1.2.2
If "No", go to question 1.3

1.2.1. What was the level of **knowledge or expertise** in your country on chemicals and waste?

	At the **start** of your SP project	At the **end** of your SP project
No knowledge or expertise available		
Not enough personnel in **at least one priority Ministry, Department or Agency** have **basic training** in chemical and/or waste management		
Enough personnel in **at least one priority Ministry, Department or Agency** have **basic training** in Chemical and/or waste management		
Enough personnel from **1 or 2 Ministry, Department or Agency** have been **trained** in chemical and /or waste management and **know how to apply it into country planning**		
Enough personnel in **3 or 4 Ministries, Departments or Agencies** have been **trained** in chemical and /or waste management **and can transfer their knowledge** to colleagues for day to day use		
All the required personnel have **necessary expertise** and **can integrate** chemical management **into the development planning process**		
None of the above		

If your project had "none of the above" situation, please specify it in the comment box below, otherwise please write "NA" to move to the next question (1.3):

1.2.2. If no progress was made, what was the level of **knowledge or expertise** in your country on chemicals and waste at the **start** of your SP project?

- **No** knowledge or expertise available
- **Not enough** personnel in **at least one priority Ministry, Department or Agency** have **basic training** in chemical and/or waste management
- **Enough** personnel in **at least one priority Ministry, Department or Agency** have **basic training** in Chemical and/or waste management
- **Enough** personnel from **1 or 2 Ministry, Department or Agency** have been **trained** in chemical and /or waste management and **know how to apply it into country planning**
- **Enough** personnel in **3 or 4 Ministries, Departments or Agencies** have been **trained** in chemical and /or waste management **and can transfer their knowledge** to colleagues for day to day use
- **All** the required personnel have **necessary expertise** and **can integrate** chemical management **into the development planning process**
- None of the above, please specify:

1.3. Did your SP project focus on establishing a chemical or waste management unit in your Government?

- Yes, and progress was made
- Yes, but no progress was made
- No

If “Yes, and progress was made”, go question 1.3.1
If “Yes, but no progress was made”, go to question 1.3.2
If “No”, go to question 1.4

1.3.1. At what stage was your Government in the process of **establishing a unit** on chemicals and waste at the **start** of your SP project?

	At the **start** of your SP project	At the **end** of your SP project
Nothing had been done		
The Government **decided on a mandate** to establish a unit		
The Government developed a **framework document** detailing how the unit would be established and would operate		
The unit was **established** and had an **executive director**		
The unit was established and had an executive director. In addition, **standard operating procedures** were developed, and **staff** were hired		
The unit had all human, financial and physical resources and was **fully operational**		
None of the above		

If your project had "none of the above" situation, please specify it in the comment box below, otherwise please write "NA" to move to the next question (1.4)

1.3.2. If no progress was made, at what stage was your Government in the process of **establishing a unit on chemicals and waste** at the **start** of your SP project?

- **Nothing** had been done
- The Government **decided on a mandate** to establish a unit
- The Government developed a **framework document** detailing how the unit would be established and would operate
- The unit was **established** and had an **executive director**
- The unit was established and had an executive director. In addition, **standard operating procedures** were developed, and **staff** were hired
- The unit had all human, financial and physical resources and was **fully operational**
- None of the above, please specify:

1.4. Did your SP project focus on establishing a national multi-stakeholder coordination mechanism on chemicals and waste?

- Yes, and progress was made
- Yes, but no progress was made
- No

If “Yes, and progress was made”, go question 1.4.1
If “Yes, but no progress was made”, go to question 1.4.2
If “No”, go to question 1.5

1.4.1. How did the **national multi-stakeholder** mechanism look like?

	At the **start** of your SP project	At the **end** of your SP project
There was **no** multi-stakeholder coordination mechanism		
There was a multi-stakeholder coordination mechanism with **very limited and irregular participation** from Government and non-Government bodies		
There was a multi-stakeholder coordination mechanism with **more regular and structured participation** from Government and non-Government bodies		
There was a multi-stakeholder coordination mechanism **with regular meetings and adequate** participation from Government and non-Government bodies		
There was **coordinated planning and a common knowledge exchange mechanism** in addition to a multi-stakeholder coordination mechanism **with regular meetings and adequate participation** from Government and non-Government		
The multi-stakeholder coordination mechanism reached **full maturity** with **full participation** from all Governmental and non-Governmental stakeholders and a **joint community** of practice		
None of the above		

If your project had "none of the above" situation, please specify it in the comment box below, otherwise please write "NA" to move to the next question (1.5):

1.4.2. If no progress was made, how did the **national multi-stakeholder mechanism** look like at the **start** of your SP project?

- There was **no** multi-stakeholder coordination mechanism
- There was a multi-stakeholder coordination mechanism with **very limited and irregular participation** from Government and non-Government bodies
- There was a multi-stakeholder coordination mechanism with **more regular and structured participation** from Government and non-Government bodies
- There was a multi-stakeholder coordination mechanism **with regular meetings and adequate** participation from Government and non-Government bodies
- There was **coordinated planning and a common knowledge exchange mechanism** in addition to a multi-stakeholder coordination mechanism **with regular meetings and adequate participation** from Government and non-Government
- The multi-stakeholder coordination mechanism reached **full maturity** with **full participation** from all Governmental and non-Governmental stakeholders and a **joint community** of practice
- None of the above, please specify:

1.5. Did your SP project focus on developing, updating or implementing a national strategy, policy or plan on chemicals or waste?

- Yes, and progress was made
- Yes, but no progress was made
- No

If "Yes, and progress was made", go question 1.5.1
If "Yes, but no progress was made", go to question 1.5.2
If "No", go to question 1.6

1.5.1. At what stage was the **strategy, policy or plan**?

	At the **start** of your SP project	At the **end** of your SP project
There was **no** strategy, policy or plan	Yes	
The strategy, policy or plan was **proposed**		
The strategy, policy or plan was **adopted**		
The strategy, policy or plan was in place and **being implemented**		
None of the above		

If your project had "none of the above" situation, please specify it in the comment box below, otherwise please write "NA" to move to the next question (1.6):

1.5.2. If no progress was made, at what stage was the **strategy, policy or plan** at the **start** of your SP project?

- There was **no** strategy, policy or plan
- The strategy, policy or plan was **proposed**
- The strategy, policy or plan was **adopted**
- The strategy, policy or plan was in place and **being implemented**
- None of the above, please specify:

1.6. Did your SP project focus on integrating the texts of any multilateral environmental agreement (MEA) ratified by your Government into national legislation?

- Yes, and progress was made
- Yes, but no progress was made
- No

If "Yes, and progress was made", go question 1.6.1
If "Yes, but no progress was made", go to question 1.6.2
If "No", go to question 1.7

1.6.1. To what extent were the **MEAs** ratified by your Government integrated into **national legislation**?

	At the **start** of your SP project	At the **end** of your SP project
Nothing was done		
The relevant authority **proposed** to integrate the MEAs into national legislation		
The integration of the MEAs into national legislation was **adopted**		

The MEAs were integrated into national legislation and being **implemented**		
None of the above		

If your project had "none of the above" situation, please specify it in the comment box below, otherwise please write "NA" to move to the next question (1.7):

1.6.2. If no progress was made, to what extent were the **MEAs ratified** by your Government integrated into **national legislation** at the **start** of your SP project?

- **Nothing** was done
- The relevant authority **proposed** to integrate the MEAs into national legislation
- The integration of the MEAs into national legislation was **adopted**
- The MEAs were integrated into national legislation and being **implemented**
- None of the above, please specify:

1.7. Did your SP project focus on developing national regulations stipulating how to manage chemicals or waste on a day-to-day basis?

- Yes, and progress was made
- Yes, but no progress was made
- No

If "Yes, and progress was made", go question 1.7.1
If "Yes, but no progress was made", go to question 1.7.2
If "No", go to question 1.8

1.7.1. To what extent were **regulations** on how to manage chemicals and waste developed?

	At the **start** of your SP project	At the **end** of your SP project
Nothing was done		
The relevant authority **proposed** to develop regulations		
The regulations were **adopted**		
The regulations were in place and being **implemented**		
None of the above		

If your project had "none of the above" situation, please specify it in the comment box below, otherwise please write "NA" to move to the next question (1.8):

1.7.2. If no progress was made, to what extent were **regulations** on how to manage chemicals and waste developed at the **start** of your SP project?

- **Nothing** was done
- The relevant authority **proposed** to develop regulations
- The regulations were **adopted**
- The regulations were in place and being **implemented**

- None of the above, please specify:

1.8. Did your SP project undertake activities related to submitting reports to the MEAs to which your country is a party?

- Yes, and progress was made
- Yes, but no progress was made
- No

If "Yes, and progress was made", go question 1.8.1
If "Yes, but no progress was made", go to question 1.8.2
If "No", go to question 2.1

1.8.1. At the start of your SP project, what was the status of the submission of the reports to the Secretariat of the conventions that your country has ratified?

	At the **start** of your SP project	At the **end** of your SP project
No reports were submitted		
Reports were **partially completed** and **delayed**		
Reports were submitted on time, yet they were **partially completed**		
Reports were both **complete** and submitted **on time**		
None of the above		

If your project had "none of the above" situation, please specify it in the comment box below, otherwise please write "NA" to move to the next question (2.1):

1.8.2. At the end of your SP project, what was the status of the submission of the reports to the Secretariat of the conventions that your country has ratified?

- **No** reports were submitted
- Reports were **partially completed** and **delayed**
- Reports were submitted on time, yet they were **partially completed**
- Reports were both **complete** and submitted **on time**
- None of the above, please specify:

SECTION 2 - INCLUSIVITY AND FACTORS AFFECTING PERFORMANCE OF YOUR SP PROJECT

2.1 Did your SP project have content that was specifically addressed to women?

a) Do not know or not applicable
b) No
c) Minimally
d) Moderately
e) Substantially

If applicable, which content was specifically addressed to women?

2.2 What was the overall level of participation of women in the project activities, such as workshops, trainings, capacity building or other similar activities?

- Do not know or not applicable
- 0-15%
- 16-30%
- 31-45%
- 46% - more

Please add comments, if needed:

2.3 Did your SP project have a specific focus on indigenous peoples or persons with disabilities?

a) Do not know or not applicable
b) No
c) Minimally
d) Moderately
e) Substantially

If applicable, what aspects of indigenous peoples or persons with disabilities did it integrate?

2.4 Was your SP project impacted by socio-political factors, such as social movements, elections or political changes in your Government?

a) Do not know or not applicable
b) No
c) Minimally
d) Moderately
e) Substantially

If applicable, please specify how it was impacted:

2.5 Was your SP project impacted by financial factors, such as the overall budgetary situation in your country and of the different agencies and ministries within your Government?

a) Do not know or not applicable
b) No
c) Minimally
d) Moderately
e) Substantially

If applicable, please specify how it was impacted:

2.6 Was your SP project impacted by institutional factors, such as the level of coordination between Ministries and Agencies in your Government?

a) Do not know or not applicable
b) No
c) Minimally
d) Moderately
e) Substantially

If applicable, please specify how it was impacted:

2.7 Was your SP project impacted by the COVID-pandemic?

a) Do not know or not applicable
b) No
c) Minimally
d) Moderately
e) Substantially

If applicable, please specify how it was impacted:

2.8 Were there other factors or challenges that affected the implementation of your SP project? If applicable, please provide information in bullet points and explain. Otherwise please write "NA" to move to the next question:

SECTION 3 - SUSTAINABILITY OF RESULTS OF YOUR SP PROJECT

3.1 To what extent are the main results that were achieved through your SP project in your country still maintained after the closure of the project? Example: If you created an institutional structure (a unit or a coordination mechanism) or took any other measure answer whether they are still in place and functioning.

a) Results **not** maintained
b) Results **partially** maintained
c) Results **mostly** maintained
d) Results fully maintained

Which specific results are maintained?

3.2 Did your SP project incorporate specific measures (such as exit strategy or associated domestic measures) during the lifetime of the project to ensure that the results of the project could be maintained over time?

- No
- Yes

If yes, which measures?

3.3 To what extent has your Government secured financing (monetary or in-kind) after the closure of the project to ensure that the results that your SP project achieved can be maintained over time?

a) **No** financing secured
b) Financing secured **just to maintain the most basic results** achieved in the project
c) Financing secured to maintain the majority of the results achieved in the project
d) Full financing secured to maintain **all the results achieved** by the project

What type of financing is your Government currently providing for securing the Project results?

8.7. SEMI-STRUCTURED INTERVIEW GUIDES WITH PROJECT STAKEHOLDERS

8.7.1. Guide for interviews with project implementation teams and partners

1 What are the most significant milestones achieved through the project implementation?

2 What were the key factors that contributed to the project's success? What challenges hindered progress?

3 What noticeable changes, if at all, have occurred on the ground since the project's completion, both positive and negative? (*Prompts*: This may include improvements in waste management transparency, reductions in chemical management costs, cleaner waste disposal practices, decreased exposure to chemical hazards for women, and any feedback on environmental improvements from communities).

4 For projects resulting in policy development, what stage are you currently at in the policy process? (Prompts: e.g., Agenda setting, Policy formulation, Policy adoption, Policy Implementation, Monitoring of policy implementation, Evaluating/Revising the policy). What actions are being taken to progress to the next stage, if at all? What challenges are being faced, if at all?

5 What lessons have been learned from the project implementation? Which areas could be improved, and what suggestions would you make for future project applications and implementation?

8.7.2. Guide for interviews with SP staff

1 What was the role of the Special Programme (SP) or your role in the project, starting from project preparation/review to project closure and beyond?

2 What forms of support were extended to the implementing partners, if any? (e.g., providing expert contacts, offering technical advice – please provide specific examples if possible).

3 How do you evaluate the capacities of the implementing partners concerning their ability to execute planned activities and achieve set targets?

4 From your perspective, what were the most successful strategies and key lessons learned from the project(s)?

5 What challenges do you anticipate for the sustainability of results in each country?

6 What lessons learnt have you derived from the projects from second and third rounds of applications and based on that what do you do differently, what was changed?

7 What improvements would you suggest for future application rounds?

8.8. TERMS OF REFERENCE FOR THE ASSESSMENT

SECOND ASSESSMENT OF CLOSED PROJECTS UNDER THE SPECIAL PROGRAMME

BACKGROUND

Chemicals are integral to almost all sectors of society, such as medicine and agriculture. However, if not managed properly, chemicals and waste can pose risks to our health and ecosystems— resulting in substantial costs to national economies and even human life. The Special Programme, also known as the Chemicals and Waste Management Programme, aims to support eligible countries in strengthening their institutions. This enables them to soundly manage their chemicals and waste, and to meet their international obligations— through the development and implementation of policies, legislation, and regulation at the national level.

The Special Programme supports country-driven institutional strengthening at the national level in the context of an integrated approach to financing the sound management of chemicals and waste and facilitates and enables the implementation of the Basel, Rotterdam and Stockholm Conventions, the Minamata Convention and the Global Framework on Chemicals[35] (GFC) (known as the Instruments). It was established in 2015 pursuant to United Nations Environment Assembly resolution 1/5, on chemicals and waste, as one of the mutually supportive elements of the Integrated approach welcomed in UNEP/GC.27/12. The duration of the Special Programme was further extended by UNEA 5.2 in February 2022 until to 2030. The Integrated approach aims to address the long-term financing of the sound management of chemicals and wastes and is composed of three interlinked and mutually supportive components, which are: 1) mainstreaming; 2) industry involvement; and 3) dedicated external financing. The Special Programme is one of two key complementary elements of dedicated external financing under the integrated approach, with the Global Environment Facility (GEF) being the further element. The Terms of Refence36 annexed to the resolution define the objective and scope of the Special Programme, the eligibility to apply for funding and the internal governance arrangements, such as the mandate and functions of the Executive Board and the conditions for making financial contributions.

The Terms of Reference define institutional Strengthening as “enhancing the sustainable institutional capacity of Governments to develop, adopt, monitor and enforce policy, legislation and regulation as well as to gain access to financial and other resources for effective frameworks for implementation of the Instruments for

[35] The Global Framework on Chemicals substituted October 2023 the existing Strategic Approach on International Chemicals Management.
[36] Link to resolution: http://saicm.org/Portals/12/documents/meetings/IP1/UNEA_Res_1_5_on_Chemicals_and_Waste.pdf

the sound management of chemicals and waste throughout their life cycle". The Special Programme provides funds for countries through periodic calls for applications, to focus on:

- Policy, legislation and regulation: Developing and monitoring the implementation of national policies, strategies, programmes and legislation.

- Stakeholder Engagement: Working in a multi-sectoral and transparent manner in the long-term, facilitating multi-sectoral and multi-stakeholder cooperation at the national level while promoting private sector responsibility, accountability and involvement.

- Organizational Structure: Promoting the effective implementation of the Basel, Rotterdam and Stockholm conventions, the Minamata Convention and SAICM/GFC, promoting cooperative and coordinated implementation of the Instruments at the national level.

- Monitoring and Enforcement: Promoting the adoption, monitoring and enforcement of legislation and regulatory frameworks for the sound management of chemicals and waste.

- Mainstreaming of the sound management of chemicals and waste into national development plans, budgets, policies, legislation and implementation frameworks across all levels. This also includes addressing gaps and avoiding duplication.

These can also be informed by the country's obligations towards the chemicals and waste related MEAs and the 2030 Sustainable Development Goals.

ASSESSMENT OF PROJECTS

Purpose of the assessment

Since its creation in 2015, the Special Programme has approved 75 projects for funding. The projects funded do not exceed 250,00 USD and an initial project duration of 24-36 months. At this moment, the second batch of projects have recently completed implementation and it is the best moment to take stock of "what has worked well" and "where are the areas of improvement". The findings and recommendations of this second assessment will feed into the Special Programme Secretariat's future work and into the way the projects will be implemented in different countries the future. In this context, the assessment's final report will target its findings and recommendations to three audiences:

1. Special Programme Secretariat
2. Special Programme Executive Board
3. Secretariats of the Instruments[37]
4. Governments that:
    - have completed projects under the Special Programme,
    - are implementing projects under the Special Programme, or
    - are seeking to submit applications for funding

[37] Secretariats of the Basel, Rotterdam and Stockholm Conventions, the Minamata Convention and the Strategic Approach to International Chemicals Management (SAICM)/Global Framework on Chemicals (GFC)

The assessment will strive at all times to employ development best practice with regard to promoting **gender equality** and a **human rights-based approach, including the rights of indigenous peoples and persons with persons with disabilities**.

This assessment will be facilitated by the Special Programme Secretariat.

Scope of the assessment

PROJECT COVERAGE

The assessment of closed projects under the Special Programme will encompass the projects funded by the Special Programme in the following countries:

1. Angola
2. Ghana
3. Iran
4. India
5. Micronesia
6. Kazakhstan
7. Kenya
8. Nigeria
9. North Macedonia
10. Tajikistan
11. South Africa

The assessment will cover the entire project durations of the above-mentioned projects.

CRITERIA

The assessment will be forward-looking and will assess the projects according to three criteria: **effectiveness, factors affecting performance and sustainability.** In line with the overall objective of the Special Programme, the assessment will measure the extent to which the projects supported the respective governments to take affirmative action to implement the BRS and Minamata Convention and SAICM/GFC and the extent of support to the development and implementation of policies, legislation, and regulation at the national level that enables them to manage chemicals and waste in a soundly manner. In addition, further aspects affecting performance and sustainability in maintaining and financing established institutional capacity will be assessed. The assessment questions in the next section further specify how these criteria will be assessed.

Questions for Assessment

The expert(s) are encouraged to consider the questions below, and to adapt and elaborate as needed, in consultation with Special Programme Secretariat:

EFFECTIVENESS

6. To what extent did the projects support the respective governments to take affirmative action to implement the BRS and Minamata Convention and SAICM/GFC through one or more of the following parameters?

f) establishing or increasing public **institutional capacity** for the sound management of chemicals and waste by:
   - introducing national chemical and/or waste databases and having the appropriate staff making use of it,
   - developing chemical and/or waste management expertise within the Government, and/or
   - establishing or improving chemical and/or waste management unit or organization with appropriate staff and funding,

g) establishing a **multi-stakeholder approach** to chemical and waste at country level

h) **mainstreaming** sound management of chemicals and waste into **national strategies and plans** by developing, updating and or implementing policies, plans or strategies

i) establishing or improving and maintaining the **national legislative & regulatory framework** for chemicals and waste management including defining roles and responsibilities

j) submitting **reports to the MEAs** to which the countries are a party

FACTORS AFFECTING PERFORMANCE

7. To what degree **were gender and human rights** (including the rights of indigenous peoples and persons with disabilities) considered in the project design and implementation?
8. To what extent was the implementation of the project, the production of outputs and achievement of the project objective affected by:
   - Socio-political factors[38]
   - Financial factors[39]
   - Institutional factors[40]
   - Global COVID-pandemic
   - ➔ What were the best examples of solutions to overcome negative factors?

SUSTAINABILITY

For the questions under this criterion, sustainability will be understood as the extent to which the effects of the intervention will endure beyond the 'life' of the project.

9. To what extent did the projects adopt **exit strategies** aimed at ensuring sustainability?
   - Evidence of institutional arrangements in place and to be continued after project completion
10. What is the likelihood of the project results being sustained considering the **associated domestic measures**, including financing, put in place by the respective Governments?

[38] Such as social movements, elections and political changes in the Government, etc.
[39] Such as the overall budgetary situation of the country and the different agencies and ministries within the Government
[40] Such as level of coordination between Ministries, Agencies and different levels of Government.

METHODOLOGY

While this is not a formal evaluation, it is expected that the methodology for this assessment will employ a sufficiently rigorous approach to produce impartial, accurate, evidence-based and forward-looking findings and recommendations. Multiple data sources will be consulted, and a variety of types of data collected and cross checked. All efforts at mitigating bias and ensuring the veracity of findings are expected. **The expert will also ensure that all aspects of the assessment are gender and human rights sensitive (including a special focus on the rights of indigenous peoples and persons with disabilities)**.

The following data collection tools a foreseen:

a) Desk research
The assessment will include a comprehensive literature review of documentation provided by Special Programme Secretariat. The following documents are to be included among others (the expert may choose to include additional data sources): a) **Documentation related to the Special Programme**: Revised Special Programme Project Document and ToC, ToRs of Special Programme, Mid-Term Evaluation of the Special Programme and ROM Review; First Assessment of Closed Projects under the Special Programme b) **Documentation related to the projects**: Project Cooperation Agreements, Project Documents, Project Budgets, Interim and Final Progress Reports with all related supporting materials, Interim and Final Expenditure Reports with all related supporting materials, Final Project Reports and Financial Audits and other project specific relevant documentation.

b) Interviews or focus groups:
The expert will be required for each project to interview the Project Focal Point and the main persons responsible for the implementation of each project. It is estimated that per project up to 4 interviews will be held depending on the availability of the informants, in addition to those with current and former staff of the Special Programme Secretariat.

c) Survey:
The expert(s) will conduct an online survey to obtain additional responses to the assessment questions

The methodology to be used will be taken from the First Assessment of Closed Projects. The expert will use the Core Indicators contained under the Monitoring, Evaluation and Learning Toolkit[41] endorsed by the Executive Board of the Special Programme in 2020. To capture the progress in results and to respond to question 1 under the criterion of effectiveness, the expert will adapt to the specificities of each project and use the rubrics provided in the scoring sheets of the Core Indicators (see annex III). Given that the beginning of the projects to be assessed preceded the adoption of the Core Indicators, the expert will have to assess the projects from the perspective of the Core Indicators knowing that at the time of the implementation of the project these parameters did not exist – it will be therefore a post facto reconstruction and analysis. This effort will be instrumental to align the assessment with the Core Indicators which are the current monitoring tool for all the projects and the Special Programme as a whole. In practical terms, the expert will be required to conduct a post facto analysis using the Core Indicators to:

a) establish the initial baseline under the parameters for each project, and

[41] https://wedocs.unep.org/bitstream/handle/20.500.11822/35799/SPMELT.pdf?sequence=1&isAllowed=y

b) determine the progress under the parameters for each project.

This data will be then aggregated to obtain an overall assessment of the progress made by the Special Programme in terms of its support provided to governments to take affirmative action to implement the BRS and Minamata Convention and SAICM/GFC implementation plans.

The expert will use the methodology from the First Assessment of Closed Projects under the Special Programme and present the final methodology in the Inception Report. The methodology will have robust means of verification to be able to ascertain through a critical approach the level of progress reached by each of the projects. The methodology will include a visual representation of progress across the different parameters for the individual projects and of the Special Programme as a whole.

All assessment tools are to be approved by the Special Programme Secretariat and will be piloted and revised as per best practice.

DELIVERABLES AND TIMEFRAME

Inception Report (see Annex 1): The expert will submit a draft Inception Report in English totalling not more than 10 pages, in addition to associated annexes. The Inception Report will summarize the desk review of documentation provided by the Project Team, and present how the methodology from the First Assessment of Closed Projects will be applied to the Second Assessment, along with a detailed workplan, draft questions matrix, list of persons to be interviewed, and quality assurance mechanism. Any revisions to the Inception Report will be made no later than one week following receipt of comments. The Inception Report will be gender and human rights sensitive (and include a focus on the rights of indigenous peoples and persons with disabilities).

Final Assessment Report (see Annex 2): Following the data collection and analysis of findings, the expert will submit a draft Assessment Report in English. The draft Assessment Report will be user-friendly, well-structured and evidence-based, totalling not more than 30 pages, in addition to a 2-page Executive Summary and associated annexes. The draft Assessment Report will summarize the agreed-upon methodology listed in the Inception Report, describe the assessment's data collection and analytical approach, and present findings with clear action-oriented recommendations. The draft Assessment Report will be reviewed by Special Programme Secretariat, discussed with the expert and a revised Final Assessment Report is expected 10 December 2024. The Assessment Report will be gender and human rights sensitive (and include a focus on the rights indigenous peoples and persons with disabilities).

Communication material: In addition to the Final Assessment Report, the expert(s) will prepare two communication materials to ensure proper take up of the exercise:

- Power point presentation in English summarizing the methodology, key findings and recommendations. The findings and recommendations should be tailored to the respective audiences as defined in section 2.1.
- Factsheet in English highlighting the methodology, key findings and recommendations

Proposed Timeline

The assessment will be held from 1 April to 31 December 2024

Dates to be agreed with Lead Consultant	Desk review and preparation of Inception Report
"	Submit draft Inception Report to Special Programme Secretariat
"	Review of draft Inception Report by Special Programme Secretariat
"	Submit revised Inception Report to Special Programme Secretariat
"	Conduct virtual data collection
"	Analyse findings and draft of Final Assessment Report
"	Submit draft Assessment Report to Special Programme Secretariat
"	Review of draft Assessment Report by Special Programme Secretariat
"	Revise and finalize the Final Assessment Report based on comments received
10 December 2024	Submit Final Assessment Report as well as power point presentation and fact sheet

ASSESSMENT EXPERT

The Assessment will be conducted by assessment expert.

EVALUATION ETHICS

The assessment will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'; and all rights and confidentiality of information providers will be prioritized and safeguarded as per UNEG 'Ethical Guidelines for Evaluation': http://www.unevaluation.org/document/detail/2866

ANNEX 1

Guiding questions for inception report

Expert(s) are required to submit an Inception Report to Special Programme Secretariat. Before experts can proceed with the field work, a formal approval of the Inception Report is needed. The approval is granted once the final version of the Inception Report is cleared by Special Programme Secretariat.

Please answer the following questions in the Inception Report

1. **Which documents were reviewed?**
   Provide annex with a bibliography containing the full name of each document reviewed organized by category.

2. **What is the proposed methodology?**
   a. What will be the sampling strategy?
      - How will the sample be selected?
      - How many respondents will the sample include?
      - How many male and female respondents will there be in the sample?

Example of table

Stakeholder	Number of interviewees (M/F)	Role
Argentina	5 (3F/2M)	Implementing Government
Belarus	4 (1F/3M)	Implementing Government
Ukraine	4(2F/2M)	Implementing Government
UNDP Office	2 (1F/1M)	Implementing partner
SP Secretariat	5 (3F/2M)	SP Programme
Total: 20 (10F/10M)		

   b. How will data be collected (desk review, focus groups, interviews, etc.)?
   c. How will data be analyzed and triangulated?
   d. How will a gender lens be integrated?
   e. How will a rights-based approach with a specific focus on indigenous peoples and persons with disability be applied?
   f. What are the limitations of the proposed methodology and how will they be mitigated?

3. **What is the proposed timeframe?**

Example of table

	May	June	July	August	September
Desk Review					
Inception Report					
Field Work					
Draft Final Report					
Final Report					

Deliverable	Submission Date
Inception Report	5 June
Field Work	5 June to 15 August
Draft Final Report	15 September
Final Report	30 September

4. **How will the quality of the Final Assessment Report be assured?**
   - Describe the quality assurance mechanism (either an internal or external system), which will provide quality checks throughout the assessment process.

5. **What questions will be asked to each category of stakeholders?**
   - Attach questions matrix (highlight in red any changes to original ToR questions)

Example of Questions Matrix

Assessment Criteria	ToR Questions	Questions to Government Project Team	Questions to implementing partner	Questions to SP Secretariat
Effectiveness	1.a 1.b			
Factors affecting performance	2. 3.			
Sustainability				

ANNEX II

Outline for Assessment Report

This outline lays out the Assessment Report format to be submitted to the Special Programme Secretariat. The experts will be required to follow this format in order to assure compliance with the quality standards established by United Nations Evaluation Group norms and standards.

Title and opening pages

Provide the following basic information:

- Name of the assessment
- Timeframe of the assessment, and date of the report
- Location (country, region, etc.) of the assessment
- Names and/or organizations of experts
- Name of the organization commissioning the assessment
- Table of contents listing tables, graphs, figures and annexes, with page references
- List of acronyms and abbreviations

Executive Summary

Include in a stand-alone section (max 2 pages):

- Overview of the assessment
- Methodology
- Conclusions
- Recommendations

Introduction

- Describe the **background of the project or programme**, including:
    - the implementing structure (including partners, phases of intervention, etc.)
    - the resources
    - the timeline and countries covered
    - the beneficiaries
    - the logical framework/strategic framework (use annexes if needed)

- Explain the **objectives and scope of the assessment**:
    - describe the purpose of the assessment and its audience
    - describe the scope of the assessment, including:
        - the timeframe of the projects covered by assessment
        - outputs and outcomes being evaluated
        - adoption of a **gender and rights based** approach, including the right of indigenous peoples and persons with disabilities

- the criteria and questions used (use annexes if needed)

Methodology

- Describe the sample:
  - explain the selection criteria used
  - describe how gender considerations were taken into account
- Explain the data collection:
  - describe each data collection tool
  - explain that data was collected by disaggregating by sex
- Explain the data analysis
  - describe how data was analysed to answer the questions (triangulation)
  - explain the various steps of analysis to confirm the accuracy of results
  - explain that data was analysed by disaggregating by sex
- If methodology used differs from the proposed one in Inception Report, explain
- Summarize the rationale for selection of methodology
- Identify limitations of the methodology and describe how they were minimized
- Explain the quality assurance mechanism utilized

Findings

Organize findings in sections according to criteria (effectiveness, etc.)

- Structure findings around the assessment questions (readers should make a direct connection between what was asked and what was found)
- Highlight in each section the key findings by inserting them in a separate box
- Present findings as clear statements of fact that are based on analysis of the data
- Substantiate findings through qualitative and/or quantitative data (preferably both)
  - use direct anonymous quotes from the fieldwork and identify them with the category of respondents (i.e. Government project implementation team member, implementing partner, member of Special Programme Secretariat)
  - reference the quantitative data used (whether produced by the intervention being assessed or from external sources)
  - Use rubrics or scoresheets as referenced in the ToRs
- Explain variances between planned and actual results and factors affecting the achievement of intended results, if any
- Describe the differences between male and female respondents

Conclusions

The conclusions should focus on the most significant issues and be logically linked to the key findings.

- Assess overall the strengths, weaknesses, challenges or solutions for each of the criteria used.
- Assess whether a gender, disability and rights-based approach was integrated (indigenous peoples and disability)

Recommendations

Based on the findings and conclusions, provide **no more than five main recommendations**. These can have sub-recommendations, if needed.

The recommendations should be:

- Concise and action-oriented, following the structure: “who should do what and how”
- Numbered and organized by sections according to the intended addressees specified in the assessment ToRs
- Supported by the evidence provided in the report
- Address gender and human rights

Report annexes

Annexes should include the following to provide the report user with supplemental background and methodological details that enhance the credibility of the report:

- TORs
- List of persons interviewed and sites visited, by date
- List of documents referenced
- Questions matrix
- Additional information on methodology, etc., as necessary

ANNEX III

Core Indicators Scoring Sheets

INDICATOR 1 **Extent of strengthened government capacity and coordination mechanism to support development and implementation of National Strategies for Chemicals and Waste Management as a result of funding from the Special Programme.**					
Criterion 1.1: Are there National chemical and/or waste databases?					
0 **No** chemical/ waste database exists	**1** Chemical and/or waste inventory or databases **exist for one MEA**	**2** Chemical and/or waste inventory or databases **exist for 2 MEAs**	**3** Chemical and/or waste inventory or databases **exist for 3 MEAs**	**4** Chemical and/or waste inventory or databases **exist for 4 MEAs**	**5** Chemical and/or waste inventory or databases **exist for all 4 MEAs plus GFC**
Baseline: *Target:* *Explain in max. 30 words the progress you made to get to your target:* *Attach the following proof:*					
Criterion 1.2: Is the necessary Chemical and/or Waste Management expertise available?					
0 **No** knowledge or expertise available on chemicals and waste management	**1** **Not enough** personnel in **at least one priority Ministry. Department or Agency** have **basic training** in chemical and/or waste management	**2** **Enough** personnel in **at least one priority Ministry, Department or Agency** have **basic training** in Chemical and/or waste management	**3** **Enough** personnel from **1 or 2 Ministry, Department or Agency** have been **trained** in chemical and /or waste management and **know how to apply it into country planning**	**4** **Enough** personnel in **3 or 4 Ministries, Department or Agencies** have been **trained** in chemical and /or waste management **and can transfer their knowledge** to colleagues for day to day use.	**5** **All** the required personnel have **necessary expertise** and **can integrate** chemical management **into the development planning process**
Baseline: *Target:* *Explain in max. 30 words the progress you made to get to your target:* *Attach the following proof:*					

Criterion 1.3: Has a department been established for Chemical and/or Waste Management and provided with the necessary resources?					
0 There is **no** dedicated department /unit for chemical/waste management	**1** Government **mandate in place for establishment** of a dedicated chemical and /or waste management department/unit.	**2** Framework **document for establishment and operation** of the Chemical/ Waste Management Department/ Unit **developed**	**3** Chemical and /or waste Management department/ unit **established and Executive Director in place**	**4** **Standard Operating Procedures** for the Chemical and /or waste management Department/ Unit **developed and staff hiring is in process**.	**5** Chemical/ Waste Management Department/ Unit has the required **human, physical, and financial resources and is operational**.
Baseline: *Target:* *Explain in max. 30 words the progress you made to get to your target:* *Attach the following proof:*					
Criterion 1.4: Does the government participate in a Multi-stakeholder Coordination Mechanism for Chemical & Waste Management?					
0 There is **no** multi-stakeholder coordination mechanism	**1** There is a multi-stakeholder coordination mechanism with **very limited and irregular participation** from Government and non-Government bodies	**2** There was a multi-stakeholder coordination mechanism with **more regular and structured participation** from Government and non-Government bodies	**3** There is a multi-stakeholder coordination mechanism with **regular meetings and adequate participation** from Government and non-Government bodies	**4** There was coordinated planning and a common **knowledge exchange mechanism** in addition to a multi-stakeholder coordination mechanism with regular meetings and adequate participation from Government and non-Government	**5** The multi-stakeholder coordination mechanism reached **full maturity** with **full participation** from all Governmental and non-Governmental stakeholders and a **joint community** of practice

Baseline: *Target:* *Explain in max. 30 words the progress you made to get to your target:* *Attach the following proof:* •

INDICATOR 2 **Degree of integration of chemical and waste management into national and sector planning - formally proposed, adopted, or being implemented including required reporting to the relevant Conventions and voluntary reporting to GFC.**			
Criterion 2.1: Are Chemical and /or waste Management Policy, Plan, Strategy developed or updated and being implemented?			
0 **No** Chemical/Waste Management Policy, Plan, or Strategy exists	**1** A relevant government official, agency, organization or non-governmental entity with decision making authority in its respective legal, regulatory, policy or non-governmental system has **proposed** development of a national plan, policy or strategy for chemical and /or waste management	**2** A relevant government official, agency, organization or non-governmental entity with decision making authority in its respective legal, regulatory, policy or non-governmental system has **adopted** a national plan, policy or strategy for chemical and /or waste management	**3** A relevant government official, agency, organization or non-governmental entity with decision making authority in its respective legal, regulatory, policy or non-governmental system **is implementing** a national plan, policy or strategy for chemical and / or waste management that **is in force**
Baseline: *Target:* *Explain in max. 30 words the progress you made to get to your target:* *Attach the following proof:*			

Criterion 2.2: Is the necessary chemical and /or waste management legal framework in place? It refers to the laws/conventions which the country has ratified.			
0 **No** legal framework in place	**1** Legal Framework **proposed**	**2** A legal framework to support the policy/plan or strategy has been **adopted**.	**3** Legal framework to support policy, plan or strategy is **in place**
Baseline: *Target:* *Explain in max. 30 words the progress you made to get to your target:* *Attach the following proof:*			
Criterion 2.3: Is the chemical and / or waste management regulatory framework in place? It refers to the specific regulatory steps the country has taken to ensure the laws /conventions are implemented on the ground.			
0 **No** Chemical and /or waste management regulatory framework	**1** Regulatory Framework **Proposed**	**2** A regulatory framework to support the policy, plan, or strategy has been **adopted** but enforcement **not yet operational**	**3** A regulatory framework to support the policy, plan, or strategy is **in place** and enforcement **operational**
Baseline: *Target:* *Explain in max. 30 words the progress you made to get to your target:* *Attach the following proof:*			
Criterion 2.4: Are reports to the MEAs to which the country is a party to being submitted?			
0 **No** reporting to relevant MEAs is being done	**1** Reports are partially complete and delayed.	**2** Reports are submitted partially complete on time.	**3** Reports are submitted complete and on time.
Baseline: *Target:* *Explain in max. 30 words the progress you made to get to your target:* *Attach the following proof:*			