Validated Terminal Review of the UNEP/GEF Project

Capacity Building for Enhanced Transparency in Climate Change Monitoring, Reporting and Verification (GEF ID 10002)

2020 – 2025

Climate Change Division

Validation date: March 2026

Photos Credits:
Front cover: Sunset at Siteki Lubombo, Eswatini

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

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Capacity Building for Enhanced Transparency in Climate Change Monitoring, Reporting and Verification
GEF ID # 10002
January/2026

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This Terminal Review was prepared for the UNEP Climate Change Division/Mitigation Branch/GEF Climate Mitigation Unit by Kris B. Prasada Rao.

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

The review team would like to thank the project team and in particular Ms. Duduzile Nhlengethwa-Masina and Ms. Smangele Mahlinza for their contribution and collaboration throughout the review process. Sincere appreciation is also expressed to Mr. Lindy Charlery who took time to provide comments to the draft report. The evaluator(s) would also like to thank the Eswatini Meteorological Service, the Eswatini Ministry of Tourism and Environmental Affairs, and UNEP-CCC.

Special acknowledgements to Ms. Khangeziwe Mabuza, Mr. Lindy Charlery, and Ms. Cicilia Magare.

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

BRIEF EXTERNAL CONSULTANT(S) BIOGRAPHY

Kris B. Prasada Rao holds an MSc in Human Geography and has 25 years of professional experience in climate change, natural resource management, environment, rural development, agriculture, and livelihoods. He has expertise in different aspects of climate change, including governance under the UNFCCC framework, adaptation and resilience, mitigation, and mainstreaming across sectors. He has worked in 49 countries for a broad range of multilateral institutions including UNEP, UNDP, FAO, IFAD, IUCN, the European Union, and a range of bilateral donors and NGOs. Kris B. Prasada Rao is a specialist in evaluation and has carried out numerous evaluations and reviews including complex strategic evaluations, global and regional multi-country programme evaluations, and in-country project evaluations. Moreover, he has hands-on programme and project implementation, management and oversight experience from positions with the Danish Committee for Aid to Afghan Refugees (DACAAR), Oxfam America, and IFAD. He has since 2011 been a partner and board member at PEMconsult a/s.

Terminal Review Consultant
Kris B. Prasada Rao – Principal Reviewer

ABOUT THE REVIEW

Joint Review: No

Report Language(s): English

Review Type: Terminal Review

Brief Description: This report is a Terminal Review of the UNEP project: Capacity Building for Enhanced Transparency in Climate Change Monitoring, Reporting and Verification (Eswatini), implemented between 2020 and 2025. The project's overall goal was to strengthen the capacity of institutions in Eswatini and set up an information system to fulfil the enhanced Transparency requirements of the Paris Agreement. The review sought to assess project performance (in terms of relevance, effectiveness and efficiency), and determine the sustainability of its results. The review has two primary purposes: accountability and learning. Data collection methods included: field observations, in-depth interviews, Focus Group Discussions and document reviews. Data analysis was based on applying triangulated data to assess performance against a reconstructed Theory of Change and its causal pathways. With an overall performance rating of Moderately Satisfactory, the 4th point on a six-point scale, the main findings include: i) the CBIT project enhanced the awareness and capacities of stakeholders in relation to GHG inventories and MRV ; ii) tools, methodologies and a MRV coordination platform were developed ; but iii) the project design was overambitious for a 3-year medium-sized project ; and iv) the absence of a national Climate Change Bill was an impediment to the establishment of fully functional institutional structures and processes for MRV. The main recommendation to UNEP is to continue supporting the government of Eswatini in strengthening its climate transparency capacities through the development of a CBIT phase 2 project, as part of the next GEF cycle. Implementing parties are advised to focus on the establishment of the legal and formalised institutional frameworks necessary for advancing on the MRV system, and to operationalise the online MRV platform developed through the CBIT project.

Source(s) of Funding by Country: GEF Funding and co-financing from the government of Eswatini.

Source(s) of Funding by Institution Type:

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

Key words: Climate Change; CBIT, Paris Climate Agreement, NDC Tracking, Eswatini, Climate Transparency Framework, MRV

Primary data collection period:

Field mission dates: 6-13 September 2025

Virtual consultations: 3 September – 10 October 2025

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LIST OF ACRONYMS

BSP	Bali Strategic Plan for Technology Support and Capacity Building
BTR	Biennial Transparency Report
BUR	Biennial Update Report
CBIT	Capacity-building Initiative for Transparency
CBIT-GSP	Capacity-building Initiative for Transparency – Global Support Programme
CEO	Chief Executive Officer
COP	Conference of the Parties
COVID-19	Coronavirus Disease 2019
EEA	Eswatini Environment Authority
ETF	Enhanced Transparency Framework
FMO	Financial Management Officer
FNC	Fourth National Communication
FOLU	Forestry and Other Land Use
GEF	Global Environment Facility
GHG	Greenhouse gas
GoE	Government of Eswatini
HYPR	Half-Yearly Progress Report
ICA	Inter-agency Cooperation Agreement
ICAT	Initiative for Climate Action Transparency
IPCC	Intergovernmental Panel on Climate Change
IPPU	Industrial Processes and Product Use
M&E	Monitoring and Evaluation
MET	Eswatini Meteorological Service
MRV	Monitoring, Reporting, and Verification
MTEA	Ministry of Tourism and Environmental Affairs
MTS	Medium-term Strategy
N/A	Not Applicable
NC	National Communication
NCCSAP	National Climate Change Strategy and Action Plan
NDC	Nationally Determined Contribution
NGO	Non-governmental Organisation
PA	Paris Agreement
PATPA	Partnership on Transparency in the Paris Agreement
PCA	Project Cooperation Agreement
PIR	Project Implementation Review
PMU	Project Management Unit
PoW	Programme of Work

PSC	Project Steering Committee
SDG	Sustainable Development Goal
TCP	Transparency Coordination Platform
ToC	Theory of Change
UNEP	United Nations Environment Programme
UNEP-CCC	UNEP Copenhagen Climate Centre
UNESWA	University of Eswatini
UNFCCC	United Nations Framework Convention on Climate Change
UNOPS	United Nations Office for Project Services
USD	United States Dollar

PROJECT IDENTIFICATION TABLE

Table 1: Project Identification Table

<table>
<tr><td>GEF Project ID/SMA ID[1]:</td><td colspan="3">GEF ID: 10002 / SMA ID: 38890</td></tr>
<tr><td rowspan="2">Type of GEF Project:</td><td>Child: No</td><td>Global Coordinating Project:</td><td>No</td></tr>
<tr><td>If yes, provide GEF Programme[2] ID:</td><td>Medium-Size Project or Full-Size Project:</td><td>MSP</td></tr>
<tr><td>UNEP Management (Division/Branch/Unit):</td><td>Climate Change Division/Mitigation Branch/GEF Climate Mitigation Unit</td><td>Executing Agency: (indicate if internally executed):</td><td>MTEA</td></tr>
<tr><td>Sources of Funding (Co-finance):</td><td>Country[3](ies): Eswatini</td><td colspan="2">Institution[4] Name/Type: MTEA/government</td></tr>
<tr><td>Relevant SDG(s):</td><td colspan="3">SDG 13 (Climate Action)</td></tr>
<tr><td>MTS (at approval):</td><td colspan="3">MTS 2018-2021</td></tr>
<tr><td rowspan="2">POW Direct Outcome(s) number/reference[5] (applicable for projects approved from 2022):

OR

POW Output(s) number/reference[5] (applicable for projects approved pre-2022)</td><td>POW Direct Outcome:
Outcome 3: State and non-state actors adopt the enhanced transparency framework arrangements under the Paris Agreement</td><td rowspan="2">MTS 2025 Outcome(s) number/reference [5] (applicable for projects approved from 2022):

OR

POW Expected Accomplishment(s) number/reference [5] (applicable for projects approved pre-2022):</td><td>MTS 2025 Outcome:
Outcome 3: State and non-state actors adopt the enhanced transparency framework arrangements under the Paris Agreement</td></tr>
<tr><td>POW Output:
Climate: (iii) Number of national, subnational and private-sector actors reporting under the enhanced transparency arrangements of the Paris Agreement with UNEP support.</td><td>POW Expected Accomplishment:
In collaboration with its networks and partners, including the secretariat of the United Nations Framework Convention on Climate Change and Global Environment Facility, UNEP will help countries meet their transparency and other reporting obligations. UNEP will assist countries in assessing and better reporting on their climate-related national capabilities and circumstances. Through its networks and partners, UNEP will</td></tr>
</table>

[1] SMA refers to the ID provided by the Integrated Planning, Management and Reporting Solution (IPMR) system, which was introduced by UNEP in July 2023. Previously, it was referred to as a PIMS ID number.
[2] GEF Programme refers to 'Parent' project.
[3] Where applicable, list countries who have provided project funds and/or co-finance.
[4] Indicate where funding institutions are any/all of the following: Foundation/NGO; Private Sector; UN Body; Multilateral Fund; Environment Fund.
[5] For these items do not include full text; only enter the number or reference.

<table>
<tr><td></td><td></td><td></td><td>encourage non-governmental stakeholders, including the private sector and finance community, to increase coherence and transparency in the reporting of their climate actions</td></tr>
<tr><td>Sub-programme:</td><td>Climate Action</td><td>Programme Coordination Project (if relevant):</td><td>Science And Transparency</td></tr>
<tr><td>UNEP approval date:</td><td>7 November 2019</td><td>GEF approval date:</td><td>1 August 2019</td></tr>
<tr><td>GEF Operational Programme/Cycle # (e.g. GEF-7):</td><td>GEF-6</td><td>GEF Strategic Priority (e.g. BD4):</td><td>CBIT</td></tr>
<tr><td>Focal Area(s):</td><td colspan="3">Climate Change</td></tr>
<tr><td>Expected start date[6]:</td><td>23 December 2019</td><td>Actual start date:[7]</td><td>2 March 2020</td></tr>
<tr><td>Planned completion date[17]:</td><td>31 December 2022</td><td>Actual operational completion date:</td><td>30 June 2025</td></tr>
<tr><td rowspan="3">Planned project budget at approval:</td><td colspan="3">GEF grant allocation: USD 1,000,000</td></tr>
<tr><td colspan="3">Expected co-financing: USD 270,000
Cash: N/A
In-kind: USD 270,000</td></tr>
<tr><td colspan="3">Total planned budget: USD 1,270,000</td></tr>
<tr><td rowspan="3">Actual expenditures reported (cash only):</td><td colspan="3">GEF grant expenditures reported as of 30 June 2025 (MTEA) / 31 August 2025 (UNEP-CCC): USD 694,974 (MTEA: USD 160,474[8], UNEP-CCC: USD 534,500)</td></tr>
<tr><td colspan="3">Actual co-financing mobilized as of 30 June 2025: USD 143,180[9]</td></tr>
<tr><td colspan="3">Total actual expenditures reported USD 838,154 (as of 30 June 2025 (MTEA) / 31 August 2025 (UNEP-CCC)): USD 694,974 (MTEA: USD 160,474, UNEP-CCC: USD 534,500), MTEA co-finance: USD 143,180</td></tr>
<tr><td>No. of formal project revisions:</td><td>4</td><td>Date of last approved project revision:</td><td>11 February 2025</td></tr>
<tr><td>No. of Steering Committee meetings:</td><td>5</td><td>Date of Last Steering Committee meeting:</td><td>26 June 2025</td></tr>
<tr><td rowspan="2">Mid-term Review/ Evaluation[10] (required or not required):</td><td>UNEP requirement: N</td><td rowspan="2">Mid-term Review/ Evaluation actual date:</td><td rowspan="2">N/A</td></tr>
<tr><td>GEF requirement: N</td></tr>
<tr><td>Terminal Evaluation (planned date):</td><td>1 August 2025</td><td>Terminal Evaluation actual date:</td><td>1 August 2025-February 2026</td></tr>
<tr><td>Coverage - Country(ies):</td><td>Eswatini</td><td>Coverage - Region(s):</td><td>Africa</td></tr>
<tr><td>Dates of previous project phases:</td><td>N/A</td><td>Status of future project phases:</td><td>2nd phase under discussion with MTEA</td></tr>
</table>

[6] Expected/planned dates are listed in the Project Document (ProDoc).
[7] Actual start date is the date of the last signature on the PCA or ICA.
[8] Information on MTEA spending as of 30 June 2025 provided by GEF Climate Mitigation Unit. Financial data reported in Umoja as of 31 March 2025 indicated that MTEAs spending was USD 252,786.
[9] Information on MTEA co-financing as of 30 June 2025 provided by GEF Climate Mitigation Unit.
[10] UNEP projects of four or more years duration require an MTR unless there is an exceptional circumstance. See the *Evaluation in the Project Cycle* section in the Evaluation Office's operational manual. Donor requirements may vary and should be considered in conjunction with UNEP's requirements.

EXECUTIVE SUMMARY

Project background

1. The project was implemented in Eswatini with USD 1,000,000 funding from the Global Environment Facility (GEF) and USD 270,000 in co-finance originally committed by the Ministry of Tourism and Environmental Affairs (MTEA). It was implemented between 2020 and 2025. The rationale for the project was to better implement the Enhanced Transparency Framework (ETF) of the Paris Agreements (PA) and track the progress and raise ambition of climate action and its objective was: *"capacity building for enhanced transparency in climate change monitoring, reporting and verification"*.

This review

2. The review sought to assess project performance (in terms of relevance, effectiveness and efficiency) and determine the sustainability of its results. It assessed performance against nine review criteria[11] and assigned a score from a six-point scale[12]. The review had two primary purposes: accountability and learning. Data collection methods included: in-depth interviews, document reviews, and assessment of the online platform established. Data analysis was based on applying triangulated data to assess performance against a reconstructed Theory of Change and its causal pathways.

3. **Strengths:** Implementation caught up after considerable delay, and a good proportion of the intended outputs were delivered. The project enhanced the awareness, interest and capacities of stakeholders in relation to GHG inventories and MRV. Tools and methodologies were provided, an online GHG inventory, MRV and coordination platform was established, and the project also contributed to progress towards a national Climate Change Bill by supporting the consultation process. Considerable effort went into mobilising, engaging and capacitating stakeholders. The project played a key role in the establishment of a functional interim/de-facto Climate Transparency Unit for coordination of GHG inventories and reporting to the PA/UNFCCC, which to some extent also provided a mechanism for sustaining institutional capacities. No negative effects of the project were identified.
4. The increased awareness, capacities and tools provided as well as the establishment of the interim/de-facto Climate Transparency Unit contribute to future improvements in the collection and processing of GHG data and NDC progress tracking – thus partially achieving the intended outcome and laying the foundation for the establishment and operationalisation of improved institutional arrangements and cross-sectoral coordination once the Climate Change Bill has been passed by the Parliament, which is likely to happen within a year's time. A second phase of the project is planned, which will be essential for ensuring the project results are translated into a full-fledged MRV system.
5. Once implementation took off, the project management arrangements worked fairly well. MTEA displayed a high degree of ownership of the project as evidenced by the allocation of MET staff to the PMU, proactive engagement of the MET Director, and the

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[11] (1) Strategic Relevance, including Complementarity; (2) Quality of Project Design; (3) Nature of External Context; (4) Effectiveness (incl. availability of outputs; achievement of outcomes and likelihood of impact); (5) Financial Management; (6) Efficiency; (7) Monitoring and Reporting; (8) Sustainability and (9) Factors Affecting Project Performance and Cross-Cutting Issues.

[12] The six-point scale is as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability and Likelihood of Impact are rated from Highly Likely (HL) down to Highly Unlikely (HU) and Nature of External Context is rated from Highly Favourable (HF) to Highly Unfavourable (HU). The ratings against each criterion are 'weighted' to derive the Overall Project Performance Rating. The greatest weight is placed on the achievement of outcomes, followed by dimensions of sustainability.

establishment of the de-facto Climate Transparency Unit. Synergies were achieved with other interventions, in particular with the global CBIT-GSP project, ICAT, and PATPA. The PSC met regularly, and there was a reasonable degree of institutional and individual continuity in the participation. Financial management was compliant with UNEP and GEF requirements and facilitated by a significant proportion of the budget being managed by UNEP-CCC – and adaptive measure that was pivotal for enabling the recruitment of consultants and achievement of several project deliverables and outputs. The level of delivery largely corresponded to expectations, and project management costs were within budget – enabled by the appointment of in-house MET staff to the PMU, which also makes it likely that the institutional memory and the technical skills developed are retained by MET. Oversight and backstopping by UNEP were well-functioning.

6. **Weaknesses:** The project was severely affected by external factors outside the control of the project, leading to a significantly delayed project start and an extended period of hiatus with limited implementation in 2020-2023 and the project was extended by 28 months. Due to the delays, implementation of most deliverables was compressed in less than a year and rushed. There was thus no time to test the deliverables and outputs in practice – for example, the tools and online platform were thus not delivered in time to be used for the preparation of the most recent reports to the PA/UNFCCC, hence the potential scope of synergy with GEF support for the preparation of reports did not materialise.

7. The project design was overambitious with unrealistic expectations for a three-year medium-sized project. Being a first-generation CBIT project, the expected results were not fully taking into consideration the country context. The absence of a national Climate Change Bill was (and still remains) an impediment to the establishment of fully functional institutional structures and processes for MRV. Hence, the intended output of established institutional and coordination arrangements was not fully achieved. Due to the lack of clear and formalised institutional frameworks and responsibilities for MRV across sectors, the use of the capacities, methodologies and tools developed by the project remains uneven, voluntary, person-driven and ad-hoc – and the outputs have thus not fully translated into the intended outcome. While the de-facto Climate Transparency Unit has the interim responsibility to coordinate the GHG inventory, MRV and reporting to the PA/UNFCCC, it (as well as the other institutions involved) faces technical capacity constraints and its clout to convene the engagement of sector institutions is limited. The online platform for the GHG inventory, MRV and coordination is technically functional, but scarcely in use.

8. Overall, MRV data collection and submission processes have not changed significantly. The capacity gains achieved under the project may partly be lost over time due to staff turnover, although mechanisms for sustaining institutional capacities are in place to some extent. Further progress on the establishment of a full-fledged and institutionalised MRV system, the full achievement of the intended project outcomes and ensuring the sustainability of the results achieved hinges on the legal framework being put in place and further external support. While a second phase is planned, a hiatus in the further MRV system development is inevitable until the new phase commences, creating a risk of losing momentum with the sector institutions

9. Gender issues only featured to a modest extent in the project deliverables. A human rights lens was not applied in the project, although the contribution to enhanced climate transparency contributes to the right to access to information. However, the MRV platform was developed as an internal tool for supporting the preparation of reports to the PA/UNFCCC rather than a platform for providing public access to information. One challenge in this regard is the view that some relevant data is classified government information that cannot be shared openly.

10. International consultant inputs were not used to their full potential due to the fragmentation into individual contracts, last-minute delivery and delayed feedback, and since all international consultant support was delivered remotely.

11. The monitoring and reporting did not provide full analyses of the implications for the project of the contextual obstacles and did thus not fully inform strategic decision-making. Moreover, it did not capture whether stakeholders applied the methodologies and knowledge in their work.

Key findings and performance ratings

Table 2: Summary of project ratings

Criterion	Rating
Strategic Relevance	HS
Quality of Project Design	MS
Nature of External Context	MU
Effectiveness	MS
Financial Management	S
Efficiency	MU
Monitoring and Reporting	S
Sustainability	MU
Factors Affecting Performance	S
Overall Project Performance Rating	**MS**

Lessons learned

12. Lesson 1: Having an in-house government PMU leading project implementation has challenges in terms adding to the burden of limited government staff resources but significant benefits vis-à-vis building government capacities and facilitating post-project continuity.

13. Lesson 2: An international agency managing a proportion of the project budget can help overcoming government procurement challenges while providing useful technical support – there enhancing the efficiency and effectiveness of the project.

14. Lesson 3: Without a legal framework and formalised institutional arrangements in place, it is impossible to establish a full-fledged MRV system – improved technical capacity is insufficient to achieve structural improvements.

15. Lesson 4: Government stakeholders are likely reluctant to use online platforms that store data on foreign commercial servers.

16. Lesson 5: Multiple consultant inputs that are each narrowly focused on single deliverables without an in-country visit may not be effective and lead fully to results that are appreciated by local stakeholders.

Recommendations

17. Recommendation 1: Focus efforts on facilitating the establishment of the legal and formalised institutional frameworks necessary for advancing on the MRV system.
18. Recommendation 2: Operationalise the online MRV platform, methodologies and tools introduced by the project.
19. Recommendation 3: Include in a potential project phase 2 a six-month inception period and a mid-term reflection to allow for procurement planning and adjustment of the project to an evolving context.
20. Recommendation 4: Include in a potential phase 2 activities that address climate change from a human rights and inclusion perspective.
21. Recommendation 5: In the potential next phase of the project, establish a "hybrid" PMU that combines in-house MTEA resources with external capacities.

Validation

The report has been subject to an independent validation exercise performed by UNEP's Evaluation Office. The performance ratings for the Completeness of project financial information and Quality of project management and supervision (by UNEP) of the project, set out in the Conclusions and Recommendations section, have been adjusted as a result. The overall project performance is validated at the **Moderately Satisfactory** level. Moreover, the Evaluation Office has found the overall quality of the report to be Satisfactory (see Annex XII).

I. THE PROJECT

A. Context

Intervention context

22. Article 13 of the Paris Agreement (PA) under the United Nations Framework Convention on Climate Change (UNFCCC) requires Non-Annex I Parties to establish enhanced transparency frameworks (ETF) providing a clear overview of their progress on climate action and the support that they receive. According to the United Nations Environment Programme (UNEP) Emissions Gap Report 2019, countries are far from reaching the global goal of 2°C if only the current levels of Nationally Determined Contributions (NDCs) are considered. Hence, the ETF under the PA is critical to enable all countries to track the progress of climate action and raise ambition. However, while various reports to UNFCCC have been prepared for many years, many Non-Annex I Parties to UNFCCC face significant capacity constraints vis-à-vis the preparation and submission of quality reports on a regular basis. The Parties to the PA established the Capacity-building Initiative for Transparency (CBIT) to strengthen the institutional and technical capacity of developing countries to effectively participate in the ETF. Following this, the UNFCCC requested the Global Environment Fund (GEF) to support the implementation of CBIT through voluntary contributions during GEF-6 and future replenishment cycles. Hence, during the 21st Conference of the Parties (COP 21), the GEF established CBIT. Globally, CBIT aims to strengthen national institutions for transparency-related activities in line with national priorities; provide relevant tools, training, and assistance for meeting the provisions stipulated in Article 13 of the PA and assist in the progressive improvement of transparency efforts.

23. The Government of Eswatini identified a number of challenges that would hinder its achievement of the ETF under the PA. These challenges included i) weak institutional coordination among relevant institutions in the gathering of data and information needed to report progress against NDC action ii) the coordinating institution (Ministry of Tourism and Environmental Affairs) lacked adequate capacity in coordinating the implementation of NDC targets iii) weak linkages between the organization responsible for the preparation of the national inventories and other national organizations involved in the collection of activity data iv). as a coordinating institution, the Ministry of Tourism and Environmental Affairs lacked the working or legal arrangements with other institutions to provide data. Eswatini prepared and submitted its Initial National Communication (NC), Second National Communication and Third National Communication in 2002, 2012 and 2016 respectively. The CBIT proposal was designed to complement the work under the approved GEF project (April 2018) "Supporting the preparation of Eswatini's Fourth National Communication" (FNC) and the country's first Biennial Update Report (BUR) to ensure that Eswatini developed a long-term institutional and technical capacities for improved future reporting.

24. The project was developed to assist Eswatini overcome the barriers that were preventing the country from meeting its international commitments as set out in Articles 4 and 13 of the PA. The CBIT work aimed to cover the establishment of an online monitoring, reporting and verification (MRV) system, reporting tools, templates and training and capacity development of new and existing teams in transparency related activities. Effective engagement of data users and data suppliers in the MRV system was expected to result in generation of good quality and timely climate reports. The continuous preparation of the reports using established institutions and engagement of stakeholders aimed to increase ownership and uptake of report findings at all levels. This aimed to improve the capacities of national teams to better meet the PA's MRV processes. The objective of the

project in Eswatini was *"capacity building for enhanced transparency in climate change monitoring, reporting and verification"*.

Institutional context

25. UNEP was the GEF implementing agency of the project, whereas the executing agency was MTEA. The UNEP implementing Unit was the GEF Climate Mitigation Unit under the Mitigation Branch of the Climate Change Division. The project was executed by MTEA with some components and a share of the budget sub-delegated and executed by the UNEP Copenhagen Climate Centre (UNEP-CCC). The project was funded with a GEF-6/CBIT Trust Fund grant of USD 1,000,000 and USD 270,000 worth of in-kind co-financing originally committed by the MTEA.

26. The project was endorsed by the GEF Chief Executive Officer (CEO) on 1 August 2019 and approved by UNEP on 7 November 2019, and implementation started on 2 March 2020. The project was completed on 30 June 2025. Being a medium-size GEF project, no mid-term review was conducted. A second phase of the project is under consideration.

27. The project in Eswatini fell under UNEP's 2018-2021 and 2022-2025 Medium Term Strategies, aiming to contribute to Outcome 3: *"State and non-state actors adopt the enhanced transparency framework arrangements under the Paris Agreement".* The project contributed to the 2020-2021 Programme of Work's Output: "*Number of national, subnational and private-sector actors reporting under the enhanced transparency arrangements of the Paris Agreement with UNEP support*".

B. Results Framework

28. The project had one component: "*Strengthen Eswatini's national transparency and monitoring, Reporting and verification (MRV) framework for climate actions*". This component had one intended outcome: *institutional Framework and technical capacities for planning, monitoring, reporting NDC strengthened*. The outcome was pursued through seven outputs: a coordination framework for the government and key stakeholders across sectors for the tracking and reporting on climate action, an institutionalised government climate transparency unit, finalisation of the Climate Change Bill for better ensuring mainstreaming of NDC implementation, an online MRV platform, tools and guidelines for MRV, country-specific metrics/indicators and methodologies for NDC tracking, and delivery of MRV capacity development.

29. The component was intended to contribute to two intermediate states, that national decision-making process have access to climate action information, and that Eswatini meets ETF requirements. This, in turn, would contribute to achieving the impact of Eswatini being able to use its national system to better inform national decision-making and set more ambitious NDC targets.

30. Section III provides an analysis of the logical consistency of the results framework and theory of change (ToC) of the project.

Table 3: Summary of project's latest approved results framework (sources: CEO Endorsement Request, 1 August 2019 and Amendment 4, 7 January 2025)

	Results Statement
Project objective	Capacity building for enhanced transparency in climate change monitoring, reporting and verification

	Results Statement
Impact	Eswatini can use their national system to better inform national decision making and to set more ambitious NDC targets on mitigation and adaptation
Intermediate state	Eswatini's national decision-making process has sustainable, continued access to climate action information
	Eswatini meets the requirements of Enhanced Transparency Framework
Project outcome	Institutional Framework and technical capacities for planning, monitoring, reporting NDC strengthened
Outputs	1. Climate change coordination framework established for the Government of Eswatini and key stakeholders, with sectoral focal points to plan, track and report (internally) climate actions
	2. Climate transparency unit institutionalized
	3. Finalisation of Climate Change Bill, paving the way for policy review and update of the National Climate Change Strategy and Action Plan (NCCSAP) *(January 2025 amendment)*
	4. An online MRV platform established
	5. Tools, templates and guidelines for MRV of climate change data developed
	6. Country-specific metrics, indicators and methodologies developed for tracking NDC climate actions
	7. Capacity building delivered on the MRV system in Eswatini

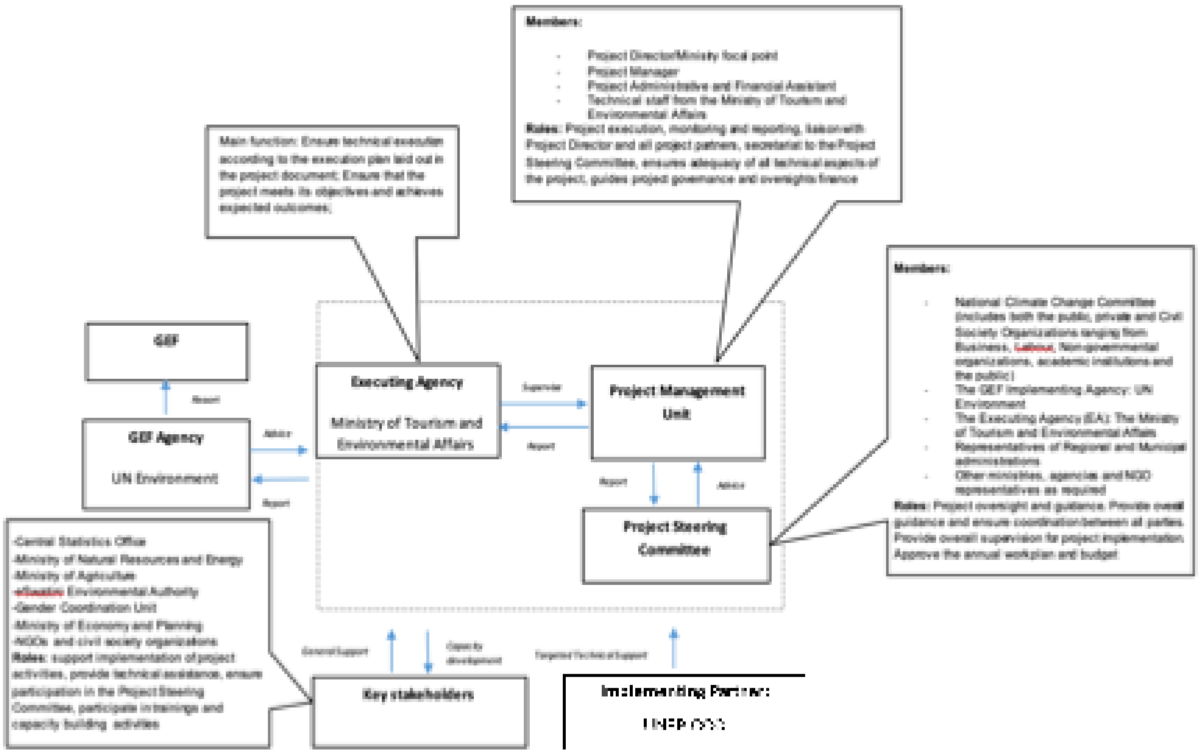
C. Project Implementation Structure and Partners

31. Figure 1 below depicts the management setup for the project in Eswatini. At the global level, UNEP had the role as GEF Implementing Agency (strategic oversight), whereas MTEA had the role as Executing Agency (day-to-day execution of the project), with specific activities managed by UNEP-CCC.

32. Project Steering Committee (PSC): The PSC was responsible for oversight of project implementation and approved annual work plans and budgets as well as major changes to the project. The PSC was chaired by MTEA and comprised representatives from the Ministry of Finance (MoF), the Ministry of Natural Resources and Energy (MNRE), the Deputy Prime Minister's Office (DPMO), the Ministry of Education and Training (MoET), the Ministry of Commerce, Industry and Trade (MCIT), the Ministry of Agriculture (MoA), the Ministry of Tinkhundla Administration and Development (MTAD), the Ministry of Health (MoH), and University of Eswatini (UNESWA). The PSC met five times in 2019-2025.

33. Project Management Unit (PMU): The PMU, housed at MTEA, was responsible for day-to-day project coordination and implementation, including capacity development, and technical advisory. It was overseen by the Project Director appointed by MTEA, whereas day-to-day management and coordination of project implementation was carried out by a Project Manager supported by Administrative and Financial Assistant, both recruited by MTEA. However, due to the considerable no-cost extension of the project duration, the PMU's tasks were taken over by permanent MTEA staff members after the available budget for PMU salaries was exhausted.

Figure 1: Organigram of the project with key project stakeholders



D. Stakeholders

34. Table 4 presents the main stakeholders and their interest in, and influence on, the implementation of the project in Eswatini. Due to the cross-cutting and multisectoral nature of climate change, there is a wide range of stakeholders, with various level of engagement in climate transparency.

Table 4: Stakeholder analysis

Stakeholder	Power over project results/implementation and level of interest	Participation in project design, and how	Role in project	Expected change in behaviour	Power and interest rating*
UNEP	Implementing Agency Responsible for project implementation, control over financial resources. PSC member.	Yes – led the design process.	Project oversight, reporting to the GEF. Controlled financial resources and disbursements.	Integration of best practices and experiences from the project in future support for MRV in Eswatini in CBIT projects in other countries.	A

Stakeholder	Power over project results/implementation and level of interest	Participation in project design, and how	Role in project	Expected change in behaviour	Power and interest rating*
Ministry of Tourism and Environmental Affairs (MTEA)	Executing Agency. Responsible for project execution, control over financial resources. Housed PMU, PSC Chair.	Yes – engaged in design process.	Designated National Authority to UNFCCC. Responsible ministry for climate change, incl. climate transparency and reporting to PA/UNFCCC. Staff trained on MRV. Project management, technical advisory, capacity building, activity planning and execution. Appointed Project Director: Recruited Project Manager and Project Administrative and Financial Assistant. Provided in-kind co-financing.	Integration of best practices and experiences in future MRV work. Strengthened reporting to PA/UNFCCC and coordination of inputs from sector stakeholders.	A
UNEP-CCC	Implementing partner. Responsible for the execution of some project components and controlling the associated financial resources. Executing Agency for global CBIT-GSP.	Yes – engaged in design process.	Management and implementation of specific activities. Capacity development for MTEA and other Swazi stakeholders. Provided technical advisory and global trainings under CBIT-GSP.	Integration of best practices and experiences in in future support for MRV in Eswatini and climate transparency-related projects in other countries. Facilitating sharing of best practices and experiences from the project in Eswatini with other CBIT projects.	A
Ministry of Finance	Leads financial policy. PSC member.	Yes – consulted.	Staff trained on MRV.	Improved MRV data collection and reporting in national system.	B
Ministry of Natural Resources and Energy (MNRE)	In charge of GHG inventory for energy sector. PSC member.	Yes – consulted.	Provided GHG data and linked the project with key energy stakeholders. Staff trained on MRV.	Improved MRV data collection and reporting in national system.	C
Deputy Prime Minister's Office (DPMO), incl. Gender Coordination Unit	In charge on ensuring gender mainstreaming. PSC member.	Yes – consulted.	Staff trained on MRV.	Improved engagement in MRV.	D

Stakeholder	Power over project results/implementation and level of interest	Participation in project design, and how	Role in project	Expected change in behaviour	Power and interest rating*
Ministry of Education and Training (MoET)	In charge of providing education-related information. PSC member.	Yes – consulted.	Staff trained on MRV.	Improved MRV data collection and reporting in national system.	D
Ministry of Commerce, Industry and Trade (MCIT)	In charge of GHG inventory for industry sector. PSC member.	Yes – consulted.	Provided GHG data and linked the project with key agriculture stakeholders. Staff trained on MRV.	Improved MRV data collection and reporting in national system.	C
Ministry of Agriculture (MoA)	In charge of GHG inventory for agriculture sector. PSC member.	Yes – consulted.	Provided GHG data and linked the project with key agriculture stakeholders. Staff trained on MRV.	Improved MRV data collection and reporting in national system.	C
Ministry of Tinkhundla Administration and Development (MTAD)	Responsible for local governments. PSC member.	Yes – consulted.	Staff trained on MRV.	Improved MRV data collection and reporting in national system.	D
Ministry of Health (MoH)	In charge of data on climate and health. PSC member.	Yes – consulted.	Staff trained on MRV.	Improved MRV data collection and reporting in national system.	C
University of Eswatini (UNESWA)	Engaged in climate change research and education. PSC member.	Yes – consulted.	Staff engaged in GHG inventory data collection and analysis and preparation of national reports to PA/UNFCCC.	Use of MRV data in national system for research.	C
Cabinet	Decision-making on matters that bind the country, such as the Paris Agreement and NDC.	No	Approves national MRV system.	Prioritises MRV system and climate transparency.	B
Ministry of Planning and Economic Development (MEPD)	Responsible for oversight and coordination of ODA. PSC member	Yes – consulted.	Staff trained on MRV.	Use of MRV data in economic planning processes.	C
Ministry of Foreign Affairs and International Cooperation (MFAIC)	Responsible for international relations.	No	Followed project implementation.	N/A	D

Stakeholder	Power over project results/implementation and level of interest	Participation in project design, and how	Role in project	Expected change in behaviour	Power and interest rating*
National Climate Change Committee (NCCC)	Public sector, private sector, and civil society members.	Yes – consulted.	Supported with linkages to past and ongoing related initiatives to ensure synergy. Provided strategic advice.	N/A	D
Eswatini Environment Authority (EEA) – under MTEA	GEF focal Point. Leads on environmental regulation and enforcement. Handles waste management and pollutants.	Yes – consulted.	Provided waste and industry data for GHG inventories, participated in tracking and reporting of action within these sectors.	Improved MRV data collection and reporting in national system.	C
Central Statistics Office (CSO)	Collects national statistics, including related MRV tasks.	Yes – consulted.	Involved in development of national system to track NDC and climate finance.	Improved climate and finance data compiling in national system.	D
Regions and Municipalities	Local authorities, key to ensuring decentralised approach to MRV.	No	Training participants, participants in consultations on Climate Change Bill.	Improved provision of MRV data.	D
Coordinating Assembly of NGOs (CANGO)	Representing civil society, stakeholders in climate transparency and advocacy.	Yes – consulted.	Training participants, participants in consultations on Climate Change Bill.	Users of publicly available MRV and financial data in national system.	C
Private sector	Key actors in major greenhouse gas emission sectors.	No	Training participants, participants in consultations on Climate Change Bill.	Improved provision of MRV data.	D
Consultants	International and national technical experts on various aspects of climate change and climate transparency.	No.	Technical advisory, capacity development, preparation of documents.	Continued provision of services vis-à-vis supporting climate transparency in Eswatini.	C
GEF Secretariat	Donor.	Yes – reviewed and approved design.	Controlled funds and disbursements to UNEP. Mandated under PA/UNFCCC to provide financial support to Non-Annex I Parties for CBIT capacity development.	Integration of best practices and experiences in assessment of CBIT project applications from Non-Annex I Parties.	A

* A: high power, /high interest over the project = key player
B: high power/ low interest over the project = meet their needs
C: low power/ high interest over the project = show consideration
D: low power /low interest over the project = least important

E. Changes in Design during Implementation

35. The project was scheduled for completion on 31 July 12 December 2022. However, the completion was extended three times, due to: a) delays in setting up the Project Management Unit (PMU); b) impacts of the COVID-19 pandemic; c) administrative and procurement challenges in the entering of the agreement with UNEP-CCC; d) the transition of UNEP-CCC from the former UNEP-DTU Partnership to a new UNEP partnership with the United Nations Office for Project Services (UNOPS); and e) consultant recruitment delays experienced by UNEP-CCC. The actual completion of the project was 30 June 2025. some adjustments were made to the project results framework at the output level (see section III) and some planned deliverables under the outputs were cancelled whereas others were added. As the project staff budget was depleted after the original completion date, the PMU staff was replaced with in-house MTEA staff.

F. Project Financing

36. This GEF medium-sized project was financed through a GEF grant of USD 1,000,000. Co-financing was anticipated from MTEA to the value of USD 270,000 (in-kind). As of 30 June 2025 USD 160,474[13] of the GEF grant was spent by MTEA, and USD 143,180[14] in MTEA in-kind co-financing was realised – the financial status at project closure (30 June 2025) was not available at the time of the terminal review. By 31 August 2025, UNEP-CCC had spent USD 534,500, its entire allocation of the GEF grant.

Table 5: Co-financing table

Co-financing (Type/Source)	UNEP own Financing (US$1,000)		Government (US$1,000)		Other* (US$1,000)		Total (US$1,000)		Total Disbursed (US$1,000)
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	
– Grants	-	-	-	-	-	-	-	-	-
– Loans	-	-	-	-	-	-	-	-	-
– Credits	-	-	-	-	-	-	-	-	-
– Equity investments	-	-	-	-	-	-	-	-	-
– In-kind support	-	-	270	143	-	-	270	143	143
– Other (*)	-	-	-	-	-	-	-	-	-
Totals	-	-	270	143	-	-	270	143	143

* This refers to contributions mobilized for the project from other multilateral agencies, bilateral development cooperation agencies, NGOs, the private sector and beneficiaries.

[13] Information on MTEA spending as of 30 June 2025 provided by GEF Climate Mitigation Unit. Financial data reported in Umoja as of 31 March 2025 indicated that MTEAs spending was USD 252,786.
[14] Information on MTEA co-financing as of 30 June 2025 provided by GEF Climate Mitigation Unit.

II. REVIEW METHODS

A. UNEP's Review Approach

37. In line with UNEP Evaluation Policy and the UNEP Programme and Project Management Manual, the review was undertaken at operational completion of the project to assess performance (in terms of relevance, effectiveness and efficiency) and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The review has two primary purposes: i) to provide evidence of results to meet accountability requirements, and ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned.

38. The main target audiences for the review findings are UNEP, MTEA, and UNEP-CCC.

39. In line with the UNEP Evaluation Policy and the UNEP Programme Manual, the review has been carried out using a set of nine commonly applied review criteria which include: (1) Strategic Relevance, (2) Quality of Project Design, (3) Nature of External Context, (4) Effectiveness (incl. availability of outputs; achievement of outcomes and likelihood of impact), (5) Financial Management, (6) Efficiency, (7) Monitoring and Reporting, (8) Sustainability and (9) Factors Affecting Project Performance and Cross-Cutting Issues (see Annex II: Review Framework for more details on each review criterion).

40. Most review criteria are rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability and Likelihood of Impact are rated from Highly Likely (HL) down to Highly Unlikely (HU) and Nature of External Context is rated from Highly Favourable (HF) to Highly Unfavourable (HU). The ratings against each criterion are 'weighted' to derive the Overall Project Performance Rating. The greatest weight is placed on the achievement of outcomes, followed by dimensions of sustainability.

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

42. In addition to the nine review criteria outlined above, the review addresses a number of strategic questions that were formulated in the Terms of Reference. These questions were posed by the UNEP GEF Climate Mitigation Unit.

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

44. This review adopted a participatory approach, consulting with project team members, partners and beneficiaries at several stages throughout the process. Central to the review was the analysis (and reconstruction) of the project's Theory of Change. Consultations were held during the review inception phase to arrive at a nuanced understanding of how

the project intended to drive change and what contributing conditions ('assumptions' and 'drivers') would need to be in place to support such change. The (reconstructed) Theory of Change, supported by a graphic representation and narrative discussion of the causal pathways, was discussed further with respondents during the data collection phase, and refined as appropriate. The final iteration of the Theory of Change is presented in this final review report and has been used throughout the review process.

B. Data Collection

Primary data sources

45. Primary data was collected through interviews with a range of stakeholders. Face-to-face interviews were held with most of the interviewed stakeholders in Eswatini (in Mbabane and Manzini) as well as with UNEP-CCC staff in Copenhagen, whereas UNEP staff and international consultants were interviewed virtually. Interviewees were selected in consultation with the project team, based on their level of engagement in the project. Triangulation and verification were done by obtaining views from different stakeholders with different perspectives, as well as comparing with secondary (document) sources. The interviews were conducted as semi-structured interviews guided by the evaluation matrix and tailored to the individual perspective, role and mandate of each interviewee.

Table 6: Review respondents and field visits

<table>
<tr><th colspan="3">Stakeholders - Individuals</th><th>A. Total number involved (M/F)</th><th>B. Number contacted (M/F)</th><th>Sample size (% B/A)[15]</th><th>C. Total number responded Total (M/F)</th><th>Response rate (% C/B)[16]</th></tr>
<tr><td rowspan="2">Project Team</td><td rowspan="2">Project Team (with management responsibilities e.g. Project Management Unit)</td><td>Implementing agency</td><td>1M/4F</td><td>1M/4F</td><td>100%</td><td>1M/2F</td><td>60%</td></tr>
<tr><td>Executing agency(ies)</td><td>MTEA: 2M/3F UNEP-CCC: 2M</td><td>MTEA: 2M/3F UNEP-CCC: 2M</td><td>100%</td><td>MTEA: 3F/1M UNEP-CCC: 2M</td><td>86%</td></tr>
<tr><td>Beneficiaries</td><td colspan="2">Direct Beneficiaries: (e.g. duty bearers, gatekeepers, training participants, etc.)

Indirect Beneficiaries: (e.g. household members, civil society representatives, group members, etc.)</td><td>Direct: 79: 46M/ 33F

Indirect: N/A</td><td>21: 14M/7F</td><td>27%</td><td>15: 9M/6F</td><td>71%</td></tr>
<tr><th colspan="3">Stakeholders - Entities</th><th>A. Total number involved</th><th>B. Number contacted</th><th>Sample size (% B/A)[17]</th><th>C. Total number responded</th><th>Response rate (% C/B)[18]</th></tr>
<tr><td rowspan="2">Partners</td><td colspan="2">Project implementing/ executing partners (receiving project funds)</td><td>3</td><td>3</td><td>100%</td><td>3</td><td>100%</td></tr>
<tr><td colspan="2">Project collaborating/ contributing partners[19] (not receiving project funds)</td><td>12</td><td>7</td><td>58%</td><td>6</td><td>86%</td></tr>
</table>

[15] Percentage of people involved in the project who were contacted.
[16] Percentage of people contacted who responded.
[17] Percentage of entities involved in the project who were contacted.
[18] Percentage of entities contacted who responded.
[19] Contributing partners may be providing resources as either cash or in-kind inputs (e.g. staff time, office space etc.).

Strategies for inclusivity

46. Given the project was purely of an institutional capacity building nature, all key stakeholders, i.e. significantly involved staff at UNEP, MTEA, UNEP-CCC, key consultants, as well as PSC members and training participants/data providers from government agencies were contacted. Follow-up emails from the reviewer and/or phone calls by the PMU were made to maximise the response rate/engagement.

Secondary data sources

47. The secondary data sources used were project documentation including design documents (e.g. the CEO Endorsement Request), project implementation reviews (PIRs), half-yearly progress report (HYPRs), final report, project deliverables (e.g. reports, studies, workshop reports, training materials, and online platform), and financial reports. Annex IV provides a complete overview of the secondary data sources used.

C. Data Analysis

48. Given the nature of the project, most data collected was of a qualitative nature, with the exception of financial data and numbers and gender of training participants. As such, a qualitative interpretation was applied, with triangulation/comparison of data from different interviews and secondary sources.

D. Limitations and Mitigation Strategies

49. The reviewer was not able to interview representatives of all stakeholders and training participants, but only a sample of those, as well as the most central stakeholders to the project. Nonetheless, most PSC members and other representatives from the most important institutions vis-à-vis climate transparency and MRV were interviewed. The availability of project documentation was good, with the main design documents and all progress reports and written deliverables made available to the reviewer.

E. Ethical Considerations

50. Throughout this review process and in the compilation of the Final Review Report, efforts have been made to represent the views of both mainstream and more marginalised groups. Data were collected with respect for ethics and human rights issues. All information gathered after prior informed consent from people, all discussions remained anonymous, and all information was collected according to the UN ‘Standards of Conduct’.

III. THEORY OF CHANGE AT REVIEW

51. A Theory of Change (ToC) and a results framework were provided in the CEO Endorsement Request. They were fully aligned with each other. Output 3 was revised in the results framework in January 2025 since the project timeline was not synchronised with the process of updating of the National Climate Change Strategy and Action Plan (NCCSAP), and instead, output 3 was reoriented to support the consultation process for the finalisation of the Climate Change Bill. However, the ToC was not updated to reflect the change in the results framework. The expected results of the project were clearly articulated, and the intermediate states and two outputs were appropriately defined. The assumptions and drivers identified in the ToC were appropriate. However, there were shortcomings in the phrasing of impact, the outcome, and five of the seven outputs. Moreover, no assumption was made regarding the formal adoption of the necessary legal framework for institutionalising MRV system, nor was an assumption made regarding ensuring the MRV system is funded. Hence, a reconstructed ToC was elaborated by the review consultant and provided to UNEP for approval. Table 7 provides a detailed assessment of the ToC and results framework, presents the changes made, as well as justifications for the changes made. Figure 2 depicts the reconstructed ToC. As per UNEP's Evaluation guidelines, two drivers on gender and an assumption on human rights have been added to the ToC.

52. The project was intended to directly deliver the intended outputs and originally phrased outcome (which in practice was partly phrased as a capacity output), and lead to a strengthened institutional framework for improved NDC planning, and better monitoring and reporting on NDC implementation progress. Moreover, the project would make a modest indirect contribution to the intermediate states and impact, but these high-level changes were not included in the results framework. Hence, results at the higher levels cannot be attributed to the project, nor can the project be held accountable for lack of changes at the higher level.

53. The results framework contained four indicators, one at the objective level and three pegged at the outcome level. Baselines and end-of-project targets were specified for all indicators. One of the indicated outcome-level indicators was an appropriate outcome indicator. However, the remaining outcome indicators are suitable for measuring outputs, but not for assessing the outcome. The objective level indicator was not directly reflecting the project objective, outcome or outputs and hence not appropriate for assessing project performance.

54. For each output, a number of activities and deliverables were specified. However, while each deliverable for the larger part corresponded to a specific activity, this was not always the case (see Annex VI). Having a separation between deliverables and activities instead of following standard results framework practice of having just outputs and activities appears unnecessarily complex.

Table 7: Justification for reformulation of results statements

Formulation in original project document(s) – *CEO Endorsement Request, 1 August 2019 – Output 3 was revised in Amendment 4, 7 January 2025*	**Formulation for reconstructed ToC at review (RTOC)**	**Justification for reformulation**
(LONG LASTING) IMPACT		
Eswatini can use their national system to better inform national decision making and to set more		"Can use" is not an impact as it does not necessarily mean an actual change, but just an

Formulation in original project document(s) *– CEO Endorsement Request, 1 August 2019 – Output 3 was revised in Amendment 4, 7 January 2025*	**Formulation for reconstructed ToC at review (RTOC)**	**Justification for reformulation**
ambitious NDC targets on mitigation and adaptation		improvement in capacity (output) to engage, with no indication whether skills are applied or not. Nor are "more ambitious targets" an impact, as they do not infer in actual change, but just policy intentions (outcome or perhaps an intermediate state). The impact would be the actual change the project contributes to, i.e. reduced GHG emissions and enhanced climate resilience. Rephrased and moved to intermediate state level.
	Eswatini has made significant progress towards achieving its NDC targets	
INTERMEDIATE STATES (higher level)		
	A. Eswatini use their national system to inform national decision-making	Repositioning and rephrasing of original impact statement.
	B. Eswatini has set more ambitious NDC targets on mitigation and adaptation	Repositioning and rephrasing of original impact statement.
OBJECTIVE (from results framework)		
Capacity Building for Enhanced Transparency in Climate Change Monitoring, Reporting and Verification		Capacity building is activities, not result. Duplicates output 7.
OBJECTIVE INDICATOR		
Number of sectoral development plans integrating NDC implementation targets		Not directly reflecting the project objective, outcome or outputs, which do not directly address sector policies or plans – hence not appropriate for assessing project performance.
INTERMEDIATE STATES (lower level)		
C. Eswatini's national decision-making process has sustainable, continued access to climate action information		Appropriate intermediate state.
D. Eswatini meets the requirements of Enhanced Transparency Framework		Appropriate intermediate state (and de-facto identical with the project objective).
PROJECT OUTCOME		
Institutional Framework and technical capacities for planning, monitoring, reporting NDC strengthened	Strengthened institutional framework with strengthened NDC planning and improved monitoring and reporting on NDC progress	Strengthened institutional framework is an appropriate outcome. Enhanced technical capacity is not an outcome, as it does not necessarily mean an actual change in practice. Enhanced capacity is a direct output of capacity development activities.
OUTCOME INDICATORS		
1.1. Number of visits per month to the public MRV platform		Appropriate indicator for output 4, rather than for the outcome level.
1.2. Number of sectoral focal points for NDC implementation tracking providing data concurrently to the established platform as per guidelines		Appropriate outcome indicator.
1.3. Climate Transparency Unit annual workplan is approved		Appropriate indicator for output 2, rather than for the outcome level.
OUTPUTS		

Formulation in original project document(s) – *CEO Endorsement Request, 1 August 2019 – Output 3 was revised in Amendment 4, 7 January 2025*	**Formulation for reconstructed ToC at review (RTOC)**	**Justification for reformulation**
1. Climate change coordination framework established for the Government of Eswatini and key stakeholders, with sectoral focal points to plan, track and report (internally) climate actions		Appropriate output.
2. Climate transparency unit institutionalized		Appropriate output.
3. Finalisation of Climate Change Bill, paving the way for policy review and update of the National Climate Change Strategy and Action Plan (NCCSAP).	3. The Climate Change Bill is finalised	A composite of two distinct outputs: a) Climate Change Bill, and b) NCCSAP, and the revised project design did not engage in the NCCASP.
4. An online MRV platform established		Appropriate output.
5. Tools, templates and guidelines for MRV of climate change data developed	5. Appropriate tools and guidelines for MRV are in place and used	Developing tools etc. are activities and overlaps with the deliverables and activities defined in the CEO Endorsement Request (see Annex VI).
6. Country-specific metrics, indicators and methodologies developed for tracking NDC climate actions	6. Country-specific metrics, indicators and methodologies for tracking NDC climate actions are in place and used	Developing metrics etc. are activities.
7. Capacity building delivered on the MRV system in Eswatini		Provision of capacity building (e.g. training) is an activity, not an output. Moreover, the capacity building deliverables and activities defined fed into the delivery of outputs 1-6. Hence, output 7 was in practice a duplication of the other outputs and thus superfluous. *(Capacity changes will be assessed under the concerned outputs)*
OUTPUT INDICATORS		
	Number of visits per month to the public MRV platform	Repositioning of outcome indicator 1.1.
	Climate Transparency Unit annual workplan is approved	Repositioning of outcome indicator 1.3.

Table 8: Justification for reformulation / expansion of drivers and assumptions

Formulation in original project document(s) – *CEO Endorsement Request, 1 August 2019*	**Formulation for reconstructed ToC at review (RTOC)**	**Justification for reformulation**
Formulation in original project document(s) – *CEO Endorsement Request, 1 August 2019*		
DRIVERS		
Ongoing processes for legislative development formalize roles		Appropriate driver.
Technical capacity is built and retained		Appropriate driver.
Relevant stakeholders report GHG emissions		Appropriate driver.
	Women are actively involved in monitoring of NDC progress	Added as per UNEP evaluation guidelines.
	Gender issues are addressed in NDC target setting	Added as per UNEP evaluation guidelines.
ASSUMPTIONS		
Participating enforcement agencies collaborate leaving aside political disagreements	Participating agencies collaborate leaving aside political disagreements	Appropriate assumption, but not all participating agencies have an enforcement mandate
Decision makers choose to incorporate available data on NDC progress		Appropriate assumption.
	The legal foundation for institutionalising MRV and NDC reporting is put in place by the	Added to reflect that output 3 cannot be delivered without political approval, and that the

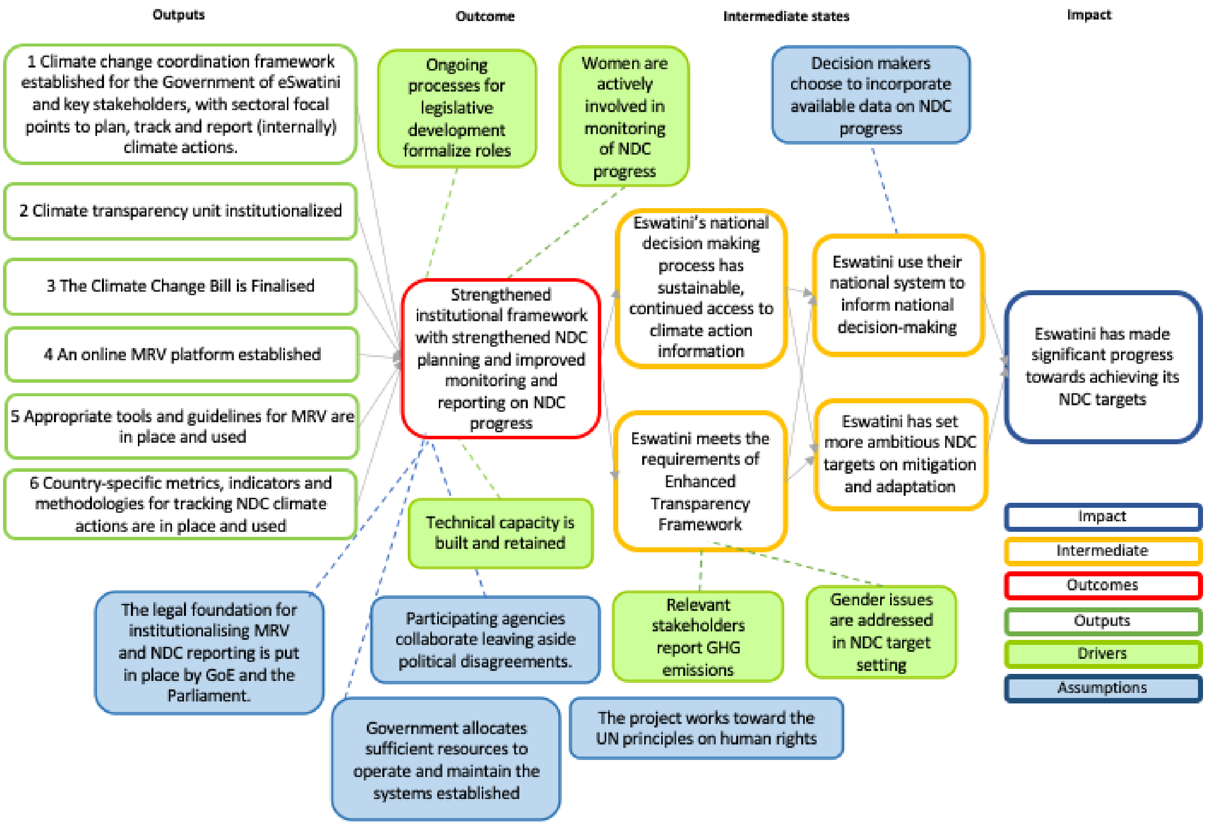
Formulation in original project document(s) – *CEO Endorsement Request, 1 August 2019*	**Formulation for reconstructed ToC at review (RTOC)**	**Justification for reformulation**
	Government of Eswatini (GoE) and the Parliament	Climate Change Bill is provides the necessary legal foundation require for outputs 1, 2 and 4.
	Government allocates sufficient resources to operate and maintain the systems established Status: does not hold, with the absence of a legal and formal institutional framework, budget allocations are uncertain	Added to reflect that a functional MVR system requires financial resources.
	The project works toward the UN principles on human rights	Added as per UNEP evaluation guidelines.

55. In combination, the establishment of a climate change coordination framework established for the Government key stakeholders for planning tracking and reporting on climate actions (output 1), an institutionalised climate transparency unit (output 2), an the passing of Climate Change Bill (output 3), an online MRV platform established (output 4), appropriate tools and guidelines for MRV are in place and used (output 5), and country-specific metrics, indicators and methodologies for NDC tracking NDC (output 6) was intended to lead to a strengthened institutional framework with strengthened NDC planning and improved monitoring and reporting on NDC progress (outcome 1). However, the achievement of the outcome would also hinge on legislative development formalising roles (driver), that the required technical capacities are built and retained (driver) and that the participating agencies collaborate and leave aside political disagreements (assumption). The project intended to mainstream gender across its activities, which would contribute to active involvement of women in MRV (driver).

56. The outcome on improved provision of climate change-related information would contribute towards two lower-level intermediate states, namely that c) Eswatini's national decision-making process has sustainable, continued access to climate action information, and d) Eswatini meets the requirements of the ETF. However, the achievement of these intermediate states would hinge on relevant stakeholders reporting greenhouse gas (GHG) emissions (driver). Moreover, the gender awareness provided by the project would contribute towards gender issues being address in NDC target setting (driver). The improved information access and ETF-compliance would contribute toward two higher-level intermediate states, namely that a) Eswatini uses the national system to inform national decision-making, and b) Eswatini sets more ambitious NDC targets on mitigation and adaptation. However, the achievement of these intermediate states would hinge on decision makers choosing to incorporate available data on NDC progress (assumption). The improved decision-making would in turn contribute towards Eswatini making significant progress towards achieving its NDC targets (impact).

57. While the project did not explicitly address human rights, MRV and climate transparency under the ETF contributes to the right to access to information, whereas improved climate action contributes toward the right to a healthy environment. As such, the project would work towards UN principles on human rights (assumption).

Figure 2: Theory of Change at review



IV. REVIEW FINDINGS[20]

A. Strategic Relevance

Alignment to UNEP's UNEP Medium Term Strategy[21] (MTS), Programme of Work (POW) and Strategic Priorities

Table 9: Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW), and Strategic Priorities

UNEP strategic document	Alignment with UNEP's mandate and thematic priorities	Level of alignment *full, partial, or not at all*
MTS (2018-2021)[22]	Aligned with sub-programme 1: climate change. By promoting better institutional frameworks and processes for GHG inventories and MRV, the project contributed towards improving reporting to PA/UNFCCC as well as improved access to information for evidence-based planning of climate action.	Full
POW (2020-2021)[23]	The project contributed to sub-programme 1 expected accomplishment b) *"Countries increasingly adopt, integrate and/or implement low greenhouse gas emission development strategies and invest in clean technologies"*, Output 6: *"Technical support provided to countries to address UNFCCC commitments, monitoring, reporting requirements and mainstreaming results into national development planning"*.	Full
Bali Strategic Plan for Technology Support and Capacity Building[24]	Institutional and staff capacity-building vis-à-vis GHG inventories and MRV was the backbone of the project. As such, it in particular aligned with the Bali Strategic Plan vis-à-vis a) *assistance for facilitating compliance with and enforcement of obligations under multilateral environmental agreements and implementation of environmental commitments*, and b) *supporting national and regional institutions in data collection, analysis and monitoring of environmental trends*.	Full
South-South Cooperation[25]	While the project had a national focus, it also supported South-South sharing of lessons and best practices, hosting a regional workshop for selected countries (arranged jointly with CBIT-GSP).	Full

Alignment to Donor/GEF/Partners Strategic Priorities

Table 10: Alignment to Donor/GEF/Partner Strategic Priorities

Donor or partner strategic document	Alignment with donor or partner strategic priorities	Level of alignment *full, partial, or not at all*

20 Refer to the TOR for descriptions of the nature and scope of each criterion.
21 UNEP's Medium-Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes. https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents.
22 Refer to the MTS under which the project was approved.
23 Refer to the POW under which the project was approved.
24 If applicable.
25 If applicable.

GEF	The project was aligned with the GEF Climate Change focal area and responded to the UNFCCC-mandated GEF financing for CBIT/climate transparency.	Full
Name of Donor/Partner	N/A	N/A

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

Table 11: Relevance to Global, Regional, Sub-regional and National Environmental Priorities

Strategic document or agreement	Alignment with global, regional, sub-regional, national environmental priorities	Level of alignment *full, partial, or not at all*
Paris Agreement and Eswatini's NDC	The project supported MTEA and other ministries/agencies in enhancing the capacity to implemented MRV and climate transparency obligations under the PA/UNFCCC. Eswatini faces constraints vis-à-vis implementing the reporting obligations, such as an absence of a formalised legal and institutional framework, technical capacity constraints among government institutions and other stakeholders, data gaps for some sectors, lack of national emission standards.	Full

Complementarity with Existing Interventions/Coherence

Table 12: Complementarity with existing interventions/coherence

Other initiatives by UNEP or other organisations	Complementarity *(including collaboration, coordination and overlap or duplication)*	Level of alignment *full, partial, or not at all*
CBIT-GSP/CBIT Global Coordination Platform	Joint international peer learning workshop in Eswatini arranged with CBIT-GSP in 2025. Participation of Eswatini Meteorological Service (MET) staff and national stakeholders in in-person and virtual regional/global workshops and trainings held by CBIT-GSP.	Full
Initiative for Climate Action Transparency (ICAT)	ICAT supported Eswatini in the development of data collection tools for selected sectors (agriculture, water, health), these tools informed the development of data collection tools for additional sectors (waste) under the project. Participation of MET staff and national stakeholders in trainings held by ICAT.	Full
Partnership on Transparency in the Paris Agreement (PATPA)	Participation of MET staff and national stakeholders in regional on-line and in-person trainings on NDC mitigation tracking held by PATPA.	Full
GEF-support for reporting to PA/UNFCCC	GEF has supported Eswatini in the preparation of reports to PA/UNFCCC. The project was intended to strengthen the national framework for reporting, but due to project delays and unaligned timelines, the synergies were limited, and the project did not contribute to the reporting. Moreover, the improvement of the MRV system and the preparation of the report competed for staff time.	Partial

Findings Statements on Strategic Relevance and Complementarity

58. The project was fully aligned with the climate sub-programme of the MTS 2017-2021 and PoW 2020-2021, specifically contributing to accomplishment b) output 6: *"Technical support provided to countries to address UNFCCC commitments, monitoring, reporting requirements and mainstreaming results into national development planning"*. This was done through capacity development, establishing and online MRV platform and promoting

the establishment of appropriate institutional arrangements for MRV. Moreover, with the focus on capacity development, the project aligned with the Bali Strategic Plan vis-à-vis providing "*assistance for facilitating compliance with and enforcement of obligations under multilateral environmental agreements and implementation of environmental commitments*" and *"supporting national and regional institutions in data collection, analysis and monitoring of environmental trends"*. While the project's focus was national, it also promoted South-South peer learning with a regional learning event held in Eswatini in cooperation with the Capacity-building Initiative for Transparency – Global Support Programme (CBIT-GSP). The project was aligned with the GEF Climate Change focal area and funded under the PA/UNFCCC mandated GEF financing for CBIT/climate transparency. At the national level, the project contributed to enhancing the capacities of MTEA and other ministries/agencies to implement Eswatini's MRV and climate transparency obligations under the PA/UNFCCC.

59. Participation of the project team and Swazi stakeholders in global and regional, in-person and virtual, CBIT-GSP workshops and training, as well as a joint regional workshop held in Eswatini, contributed to enhancing Swazi capacities. Considerable synergy was achieved with ICAT, which had supported the development of data collection tools for selected sectors (agriculture, water, health), which informed the development of tools for other sectors (Forestry and Other Land Use (FOLU), Industrial Processes and Product Use (IPPU), waste) under the project. Synergy was also achieved with PATPA which contributed to enhancing the capacities for NDC mitigation tracking. However, the GHG inventory- and MRV-related support provided to Eswatini from various actors has reportedly been a challenge to coordinate and in some cases overlapping or pulling in different directions. The project aimed to strengthen the framework and process for reporting to the PA/UNFCCC, at the same time, GEF provided funding for the preparation of reports (NC, BUR, BTR) to the PA/UNFCCC. However, while the project should have reinforced this reporting, due to delays in implementation and unaligned timelines, the synergies were limited and the project has so far not contributed to the reporting, as the online platform was not ready for use in time for the reporting. Moreover, the improvement of the MRV system under the project and the preparation of the report competed for staff time. The online MRV platform (output 4) developed by the project also contains a Transparency Coordination Platform (TCP) for stakeholder coordination of stakeholders (national and development partners) and climate transparency initiatives, although this is not in use yet.

Rating for Strategic Relevance: Highly Satisfactory

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

Rating for Alignment to Donor/GEF/Partner Strategic Priorities: Highly Satisfactory

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

Rating for Complementarity with Existing Interventions/Coherence: Moderately Satisfactory

B. Quality of Project Design

Table 13: Summary of quality of project design assessment ratings

	SECTION	RATING (1-6)	Summary Assessment
A	Project Preparation	4	- Eswatini's challenges related to inventories, NDC tracking, MRV, and ETF were clearly outlined

	SECTION	RATING (1-6)	Summary Assessment
			- Human rights not addressed, which is understandable, given the project's focus - The stakeholder analysis somewhat brief and not covering all key stakeholders - Gender mainstreaming discussed, but no gender activities or targets - Detailed (but not costed) work plan and procurement plan provided
B	Risk identification and Safeguards	5	- Clear and appropriate risk log included, but no assessment of operating context - Environmental, social and economic screening carried out, safeguard checklist elaborated – low risk
C	Governance and Supervision Arrangements	5	- Project management arrangements clearly described - UNEP's role clearly described, but internal allocation of roles in UNEP not described
D	Partnerships	5	- Institutional capacity constraints described - No evidence of a detailed capacity assessment of the partners during design, but capacity needs assessment included in project activities - Roles of MTEA, UNEP-CCC, PSC, PMU articulated
E	Strategic Relevance	5	- MTS mentioned in results framework, but PoW and Bali Strategic Plan not mentioned - Links to national priorities described - Link to GEF focal areas and indicators outlined - Links to other GEF projects incl. CBIT-GSP briefly described, provision of project information to CBIT-GSP an activity
F	Logical Framework and Causality	4	- Expected results clearly articulated - Intermediate states and outcome appropriately defined, but shortcomings in the definitions of impact and 5 outputs - Appropriate assumptions and drivers - 2 indicators appropriate, 2 better suited for measuring outputs, baselines and targets provided
G	Financial Planning	5	- Budget provided, disaggregated by output - Co-finance expectations provided
H	Efficiency	4	- Links to other GEF projects briefly described - Synergy with CBIT-GSP to some extent addressed - No efficiency or cost-effectiveness strategy
I	Monitoring	4	- Costed monitoring plan provided, but focused on progress reporting, terminal review, and audits - Data sources specified for indicators - Funds allocated for terminal review
J	Sustainability / Replication and Catalytic Effects	3	- Sustainability is sought through staff capacity development at institutions participating in MRV and a formalised institutional setup for MRV - Social and financial sustainability not addressed - Replication not addressed
K	Learning, Communication and Outreach	4	- No communication plan, but communication plan for MRV a stated output - Knowledge management plan somewhat unspecific/generic
	Total (Weighted) Score:	*4.25*	*(Full analysis in the Inception Report, available from the Project/Task Manager)*

60. Main project design strengths: The CEO Endorsement Request clearly outlined Eswatini's climate action challenges, incl. challenges related to inventories, NDC tracking, MRV, and ETF. A clear and appropriate risk matrix was included. The project was duly screened for environment and social risks and needs for safeguards and justifiably found to be low risk

without need for safeguards. Project management and oversight arrangements were clearly described. The expected results were clearly articulated. A complete budget was provided by output and co-financing expectations per output were clearly defined. Resources were allocated for project monitoring and evaluation. Sustainability was sought through staff capacity development and establishing a formalised MRV institutional setup.

61. Main project design weaknesses: Human rights were not explicitly, addressed, which is understandable, given the projects focus on MRV and reporting. However, climate transparency contributes to the right to access to information and indirectly the right to a healthy and safe environment. There was no assessment of the operating context, other than the risk matrix. There were some inconsistencies in the theory of change and results framework. The monitoring plan focused entirely on progress reporting, terminal review and audit with limited attention to data and information collection vis-à-vis the indicators and targets in the results framework. The provisions for sustainability of the tracking system and data collection processes were somewhat unspecific and did not address issues related to operation and maintenance, nor was financial sustainability addressed. Replication was also not addressed.

62. The project in Eswatini was among the first generation of CBIT projects and thus developed before there was experience and lessons on the establishment of MRV systems under the ETF. Overambition and unrealistic expectations of the extent to which CBIT projects would be able to deliver full-fledged and operational MRV frameworks, as well as somewhat insufficient adaptation of design to local conditions, reportedly characterised first generation CBIT projects, and UNEP has since refined its approach to CBIT projects, based on lessons learnt from the first-generation projects.

Rating for Project Design: Moderately Satisfactory

C. Nature of the External Context

63. Overall, the political and economic context in Eswatini was stable. The project commenced during a period with major global events, i.e. the COVID-19 pandemic followed by inflation. The establishment of the PMU was delayed by slow and cumbersome government administrative and procurement and recruitment procedures, further exacerbated by the COVID-19 pandemic. Government procurement processes were also unsuitable for the contracting of international experts, which delayed the MTEA agreement with UNEP-CCC. To facilitate procurement of international experts, a proportion of the budget originally intended to be managed by Eswatini Meteorological Service (MET)/MTEA was reallocated to UNEP-CCC, which thus handled the larger part of the project budget. However, UNEP-CCC operations were effectively halted for approximately two years, when the Technical University of Denmark (DTU) withdrew from the partnership and UNEP had to establish new institutional arrangements for the Centre, which took considerable time. UNOPS was identified as a new institutional host for the Centre, which was reestablished as UNEP-CCC. Due to the extended delays, the PMU staff budget was exhausted by mid-implementation, and the PMU staff were terminated. MET staff were appointed to the PMU on a part time basis in addition to their normal responsibilities. The appointed staff were initially unfamiliar with climate transparency, which further contributed to delays.

64. With the absence of a legal framework for climate change in Eswatini, the institutional arrangements and mandates and obligations of the various ministries and agencies vis-à-vis climate action are unclear. Interlocutors report that there is high-level political interest in climate change. A draft climate act has been prepared but not yet approved by the Parliament and there is still unclarity on the institutional arrangements that will be

specified in the new Climate Change Bill. The absence of clear institutional mandates also means that the formal designation of staff responsible for GHG inventories and MRV is generally absent across sectors. Hence, engagement in the project of the key ministries and agencies was largely voluntarily and dependent on the level of awareness and interest. This, in combination with a perception of climate data being sensitive Government information (some being classified), has proven an obstacle to the delivery of a fully functional MRV platform and climate transparency framework. Moreover, being a small country with a small population, government institutions in Eswatini are generally small with limited staff, but at the same time, the ETF and PA/UNFCCC reporting requirements are the same as for larger countries.

Rating for Nature of the external context:	**Moderately Unfavourable**

D. Effectiveness

Availability of Outputs

Table 14: Availability of outputs

	Narrative Assessment	Sources of Information/Evidence
Output 1: Climate change coordination framework established for the Government of Eswatini and key stakeholders, with sectoral focal points to plan, track and report (internally) climate actions **Performance against Indicator(s) and Target(s)** *N/A (no indicators defined)* **Other information, not related to the indicators, that demonstrates Output delivery:**	The project contributed significantly to enhanced awareness and capacities of government staff across relevant ministries and agencies vis-à-vis MRV and climate transparency in general. This in turn led to an increase in ownership and buy-in among line ministries and strengthened the relationships between MET/MTEA and line ministries and agencies vis-à-vis MRV. Interlocutors acknowledge the project's contribution to enhancing awareness and commitment and strengthening the understanding between ministries and agencies – thereby laying the foundation for improved cross-sectoral engagement and coordination. The online MRV platform (output 4) developed by the project also contains a Transparency Coordination Platform (TCP) for coordination of stakeholders (national and development partners) and climate transparency initiatives, although this is not in use yet. However, since the new Climate Change Bill has not yet been adopted, climate transparency and MRV has not yet been institutionalised. There is no legally designated institutional lead for climate transparency, nor have relevant sector ministries and agencies been officially mandated/tasked to engage in data collection and reporting, and sector-level climate change focal points have not been formally appointed. Hence, their participation remains driven by interest and willingness of their leaderships and staff to engage, and some institutions have been more committed and engaged than others. Nonetheless, process has been made towards the institutionalisation of data collection and progress with support from the project. A draft Climate Change Bill defining the roles and responsibilities of ministries, agencies and other key stakeholders has been elaborated; the project has informed the drafting of the Climate Change Bill with a gap analysis of the current institutional arrangements and recommendations for improvement and technical support for development of legal and regulatory framework for the institutional arrangements. Moreover, draft memoranda of understanding between MET/MTEA and various line ministries have been elaborated but not yet finalised or signed. ***Level of delivery: partial***	- PIRs - Final report - Deliverables - Stakeholder interviews - Interviews with PMU and MET/MTEA staff
Output 2: Climate transparency unit institutionalized **Performance against Indicator(s) and Target(s)**	**Indicator status: yes – on target (100% achievement)** An interim/de-facto Climate Transparency Unit was established at MET, but an officially institutionalised Climate Transparency Unit will only be established after the Climate Change Bill has been passed, as the Climate Change Bill will provide the legal framework for the Unit. A work plan for the unit was drafted by external consultants and submitted in June 2025 to MTEA for approval (approval is pending). The Unit is staffed with three MET core staff, working part-time for the Unit: a Transparency Coordinator, a Transparency Officer (Data Manager), and an IT Expert. This team also comprised the PMU of the project,	- PIRs - Final report - Deliverables - Stakeholder interviews

	Narrative Assessment	Sources of Information/Evidence
Indicator: Climate Transparency Unit annual workplan is approved Baseline: Unit not established Target: Yes **Other information, not related to the indicators, that demonstrates Output delivery:**	which thus played a pivotal role in developing the MRV capacity of the Unit. The Climate Transparency Unit staff were capacitated to function as trainers for new staff and stakeholders engaging in MRV in the future. ***Level of delivery: partial***	- Interviews with PMU and MET/MTEA staff
Output 3: The Climate Change Bill is finalised **Performance against Indicator(s) and Target(s)** *N/A (no indicators defined)* **Other information, not related to the indicators, that demonstrates Output delivery:**	The Climate Change Bill has been drafted but not yet adopted by GoE and the Parliament. The project supported the consultation process for the finalisation of the Bill. Internal reviews were carried out by government ministries, and regional stakeholder consultations with community leaders were supported in three of Eswatini's regions: Manzini Region (21 July 2025: 73 men, 8 women); Hhohho Region (28 July 2025: 70 men, 12 women); and Lubombo Region (6 August 2025: 36 men, 11 women). However, the stakeholder consultation process had not been completed by the end of the project in June 2025. Moreover, the project informed the drafting of the Climate Change Bill with a gap analysis of the institutional arrangements and recommendations for improvement and technical support for development of legal and regulatory framework for the institutional arrangements. ***Level of delivery: partial***	- PIRs - Final report - Deliverables - Stakeholder interviews - Interviews with PMU and MET/MTEA staff
Output 4: An online MRV platform established **Performance against Indicator(s) and Target(s)** Indicator: Number of visits per month to the public MRV platform Baseline: 0 Target: 30 **Other information, not related to the indicators, that demonstrates Output delivery:**	**Indicator status: +50 *(reported by PMU)* – above target (167% achievement)** A fully functional online MRV platform was established with support from international consultants. The platform is intended to serve both as a) a repository for data and information and b) as a Transparency Coordination Platform (TCP) to facilitate the flow of knowledge and coordination of activities, thereby allowing enhanced synergy across transparency-related initiatives in Eswatini. TCP provides easy access to guidelines and tools as well as to recordings of the training workshops conducted under the project for future trainings and as knowledge refreshers. Staff from relevant ministries and agencies were trained in the use of the platform. The system is functional and the number of visits to the platform in the months after completion were above target. However, stakeholders are not yet uploading data and information to the system. The underlying reasons for the lack of data being uploaded to the system include: a) in the absence of the Climate Change Bill, line ministries and agencies are not formally mandated to upload data; b) some stakeholders are reluctant to upload government data (of which some reportedly is classified) to an international server (MS SharePoint), which GoE does not directly control; and c) some stakeholders remain unaware of the availability of a functional platform. As the MRV platform was finalised towards the end of the project, the project was only to a limited extend able to promote, and follow up on, its use by stakeholders. Some interlocutors indicated that the online platform can serve as a data repository but does not contain the hoped-for functionality for conducting data analysis. Given that the platform is not yet being used as a data	- PIRs - Final report - Deliverables - Stakeholder interviews - Interviews with PMU and MET/MTEA staff

	Narrative Assessment	Sources of Information/Evidence
	repository, this does not seem an immediate shortcoming. Moreover, some Swazi stakeholders expected the online platform to be a tool for data collection directly from individual data providers rather than only being a data repository in which compiled data is entered manually by line ministries; an expectation that may not be entirely realistic in the short-medium term. ***Level of delivery: full***	
Output 5: Appropriate tools and guidelines for MRV are in place and used **Performance against Indicator(s) and Target(s)** *N/A (no indicators defined)* **Other information, not related to the indicators, that demonstrates Output delivery:**	The project developed tools, templates and guidelines for greenhouse gas emission data collection and processing (for the FOLU, IPPU, and waste sectors). The tools were tested and refined. Templates for the same sectors were provided to enable data management that facilitates the use of IPCC software. The materials are available on the TCP online platform (output 4). The data collection tools were developed by Swazi stakeholders and reviewed by the international consultants. However, the timing of the tools was not synchronised with the preparation of reports to the PA/UNFCCC and the tools have hence not yet been used but some interlocutors indicate an intention to use the tools in the future. ***Level of delivery: full***	- PIRs - Final report - Deliverables - Stakeholder interviews - Interviews with PMU and MET/MTEA staff
Output 6: Country-specific metrics, indicators and methodologies for tracking NDC climate actions are in place and used **Performance against Indicator(s) and Target(s)** *N/A (no indicators defined)* **Other information, not related to the indicators, that demonstrates Output delivery:**	Existing data sources and NDC monitoring mechanisms were mapped (for the FOLU, IPPU, and waste sectors). Climate change mitigation metrics and indicators were developed (for the FOLU, IPPU, and waste sectors) along with the development of tools for additional data collection for tracking climate action (output 5). The updating of Eswatini's NDC 3.0 commenced toward the end of the project, which was thus had limited ability to support the NDC process and the roll-out of the tools vis-à-vis NDC tracking and reporting. ***Level of delivery: full***	- PIRs - Final report - Deliverables - Stakeholder interviews - Interviews with PMU and MET/MTEA staff

65. The project has significantly contributed to enhancing staff capacities vis-à-vis climate transparency, MRV, and GHG inventories. Moreover, the project has contributed considerably to raising awareness and creating commitment across line ministries and agencies of the relevance of engaging in climate action as well as collecting and reporting climate-related data and information. The project also enhanced the communication and coordination across ministries and agencies on GHG inventories and MRV.

66. A two-component online platform comprising a) an MRV system for tracking climate action and NDC progress and b) a Transparency Coordination Platform (TCP) to facilitate the flow of knowledge and coordination of activities across transparency-related initiatives. The platform is an adaptation of a tool developed by international consultants. The tool is based on Microsoft SharePoint, and there is some concern among stakeholders regarding uploading Government data (some reportedly being classified) to an international server, over which the Government has limited direct control – hence also a reluctance to use the platform, not least without an official/legal mandate related to MRV data sharing. Interlocutors also expressed that the platform did not fully live up to their expectations, as it is merely a data repository that does not contain functionality for automatization of data collection and data analysis. The platform is fully functional, but its use by stakeholders for data sharing and coordination remains limited.

67. The project contributed towards the establishment of a legal framework and officially mandated institutional arrangements for climate transparency and data management by supporting the drafting of the Climate Change Bill and by developing frameworks for appropriate institutional arrangements. However, by the end of the project, the Climate Change Bill had not yet been adopted by the Parliament and thus institutional arrangements have not yet been formalised. Hence, the engagement of line ministries in climate transparency remains voluntary, largely person driven and uneven – with some ministries/agencies engaging considerably whereas others are reportedly less engaged. Due to the lack of formalised institutional arrangements and responsibilities vis-à-vis climate transparency, the platform, while fully functional, is only to a limited extent populated with data and information. Hence, outputs 1 (establishment of coordination framework), output 2 (establishment Climate Transparency Unit) and output 3 (finalisation of Climate Change Bill) were only partly achieved. While output 4 (online MRV platform), output 5 (MTV tools and guidelines), and output 6 (NDC tracking metrics, indicators and guidelines) were achieved, the outputs have not yet been fully operationalised/put to use.

Achievement of Project Outcome

Table 15: Achievement of project outcome

Outcome 1: Strengthened institutional framework with strengthened NDC planning, and improved monitoring and reporting on NDC progress	**Results statement**
Performance Indicator(s) and Target(s): Indicator: Number of sectoral focal points for NDC implementation tracking providing data concurrently to the established platform as per guidelines Baseline: 0 Target: 4	Status: >4 (reported by PMU) – on target (100% achievement reported) – the terminal review could not verify this – as described under output 4, stakeholders are not yet uploading data and information to the online platform. The processes for provision of data have not yet changed in practice.
Sources of Information /Evidence:	- PIRs - Final report - Stakeholder interviews - Interviews with PMU and MET/MTEA staff
Narrative Assessment:	The project increased institutional capacities through enhancing the skills, awareness and interest of staff members and providing guidelines, tools and methodologies for MRV, NDC reporting, and GHG inventories as well as the establishment of an interim/de-facto Climate Transparency Unit. However, since the delivery of tools, guidelines and online platform came towards the end of the project, the application of the project outputs in reporting to the PA/UNFCCC remains to be seen. Ministries/agencies still submit data to MET visa email. Moreover, while the de-facto Transparency Unit is functional, it still faces considerable capacity and institutional mandate constraints vis-à-vis mobilising and guiding sector stakeholders and facilitating MRV processes. With the continued absence of a legal and formal institutional framework for climate transparency, no significant systemic changes were achieved vis-à-vis improving the institutional arrangements for MRV and NDC tracking, and the use of, and provision of data for, the online platform is limited. Nonetheless, the project laid the groundwork for establishing conducive MRV processes in Eswatini once the Climate Change Bill is passed – by supporting the legal act development process, proposing institutional arrangements, enhancing capacities and awareness, providing tangible tools and methodologies, and establishing an online platform that is ready for use.
Level of Achievement:	Partly achieved

68. The project laid the groundwork for improved MRV and monitoring of NDC implementation progress by strengthening staff capacities and awareness, providing tools and methodologies, establishing a functional online platform, proposing appropriate institutional arrangements, and contributing to the process of establishing the required legal framework, as well as the establishment of a functional interim/de-facto Climate Transparency Unit, which, however, still faces considerable capacity constraints. Moreover, since the legal framework and formalised institutional arrangements are not yet in place, the project outputs have not yet been fully applied in Eswatini's MRV and have thus only partly led to the intended outcome – the use of the online platform is limited, and the actual application of the tools and guidelines in NDC reporting remains to be seen when the next Biennial Transparency Report (BTR) is prepared.

Likelihood of Impact

Table 16: Likelihood of impact

Factors influencing likelihood of impact	Assessment	Justification
Drivers to support transition from Outputs to the Project Outcome	Partially in place	- *Ongoing processes for legislative development formalize roles* Status: not in place, process is ongoing, but roles are not yet formalised *Technical capacity is built and retained* Status: partly in place, capacity has increased but there are still constraints and staff turnover remains a challenge for GoE - *Women are actively involved in monitoring of NDC progress* Status: in place, women fill key management roles in MET/MTEA, and women are represented in the line ministries/agencies
Assumptions for the change process from Outputs to Project Outcome	Partially holds	- *Participating agencies collaborate leaving aside political disagreements* Status: holds, key agencies have generally participated, although the level of commitment is uneven - *The legal foundation for institutionalising MRV and NDC reporting is put in place by GoE and the Parliament* Status: does not hold, the Climate Change Bill is yet to be passed, and institutional mandates are not formalised (but the passing of the Bill is expected by stakeholders to happen within the next year or so) - *Government allocates sufficient resources to operate and maintain the systems established* Status: does not hold, with the absence of a legal and formal institutional framework, budget allocations are uncertain
Proportion of **Project Outcome** fully or partially achieved	All	- Outcome partly achieved, its achievement depends on the passing of the Climate Change Bill and formalisation of institutional arrangements
Drivers to support transition from Project Outcome to Intermediate States	Partially in place	- *Relevant stakeholders report GHG emissions* Status: partly in place, GHG emissions are reported by key sectors, but data availability, format and quality vary - *Gender issues are addressed in NDC target setting* Status: in place, the NDC includes one gender target
Assumptions for the change process from the Project Outcome to Intermediate States	Partially hold	- *Decision-makers choose to incorporate available data on NDC progress* Status: partly holds, in the absence of a legal framework, the mainstreaming of climate change across sectors is uneven and often limited - *The project works toward the UN principles on human rights* Status: partly holds, human rights were not explicitly addressed, but climate transparency contributes to the right to access to information and indirectly to the right to a healthy environment.
Proportion of **Intermediate States** achieved	Some	- *A. Eswatini use their national system to inform national decision-making* Status: not achieved, the national MRV system is not yet fully developed or operational. - *B. Eswatini has set more ambitious NDC targets on mitigation and adaptation* Status: achieved, a new NDC (NDC 3.0) with increased ambition was submitted in September 2025, but the project did not contribute to the NDC process. - *C. Eswatini's national decision-making process has sustainable, continued access to climate action information* Status: not achieved, the online platform contains limited data – and data is still mainly gathered, when a new report is compiled for the PA/UNFCCC, collection is not yet systematic and

Factors influencing likelihood of impact	Assessment	Justification
		continuous – and climate action information thus not available to decision-makers in a continuous or sustainable manners. - *D. Eswatini meets the requirements of Enhanced Transparency Framework* Status: not achieved, the MRV system is not yet fully operational
Drivers to support transition from Intermediate States to Impact	N/A	No drivers identified, but the project only indirectly contributes to the impact – and the outcome required for contributing the impact is not yet achieved
Assumptions for the change process from Intermediate States to Impact	N/A	No assumptions identified, but the project only indirectly contributes to the impact – and the outcome required for contributing the impact is not yet achieved

69. In the absence of a legal and formalised institutional framework, the use of the outputs produced by the project is limited. The online platform is not yet in use and the use of the skills imparted by line ministries and agencies as well as other stakeholders is largely voluntary and based on individual interest and commitment. Moreover, funding for the operation and maintenance of the system also hinges on the passing of the Climate Change Bill as well as the formalisation of the institutional framework. As any government, the Government of Eswatini is faced with staff turnover, and so far, in the absence of a formal institutional framework, the continued development of staff capacities remains largely project dependent although the Climate Transparency Unit at least to some extent has the capacity to train new staff and videos of training workshops are available on the online platform.

70. Nonetheless, stakeholders find that the Climate Change Bill seems likely to be approved by the Parliament in a year or so, which in turn would enable the formalisation of the institutional framework as well as budgetary allocations – thereby creating the enabling conditions for applying the outputs produced by the project. This will significantly increase the likelihood of the project results contributing to the achievement of the project outcome, and thereby indirectly to the intended intermediate states, and ultimately to the intended impact of Eswatini making significant progress towards achieving its NDC targets. However, there are some significant drivers and assumption that would need to be place for this to happen, such as government willingness to allocate sufficient financial and staff resources for effective ETF implementation across line ministries and agencies, operation and maintenance of the MRV platform, and continuous staff capacity development.

71. Unsurprisingly, when considering the capacity development nature of the project, no negative effects were observed. Nor were any unintended positive effects observed.

Findings Statements on Effectiveness:

72. The project fully or at least partly delivered intended outputs, with increased staff capacities, awareness and commitment, a functional interim/de-facto Climate Transparency Unit, and the provision of tools, methodologies and an online platform for MRV and transparency coordination. However, in the absence of a legal framework and a formalised institutional framework, the intended outputs are only being used on a voluntary and ad-hoc basis (e.g. the online platform is only being used to a limited extent) and have not translated into the intended outcome. Hence, the intended indirect contribution to higher level results (intermediate states and impact) remains limited.

73. Nonetheless, the project laid the foundation for improved and more effective processes for GHG inventories, MRV/NDC reporting and climate finance tracking, if the Climate Change Bill is passed and a formalised institutional framework is established in the near future, which in turn could enable a delayed achievement of the intended project outcome. Moreover, if the MRV processes are fully established and used to inform policymaking, the project would indirectly contribute to the intended intermediate states and impact of Eswatini achieving its NDC targets.

Rating for Effectiveness: Moderately Satisfactory
Rating for Availability of Outputs: Moderately Satisfactory
Rating for Achievement of Project Outcome: Moderately Satisfactory
Rating for Achievement of Likelihood of Impact: Moderately Likely

E. Financial Management

Adherence to UNEP's Financial Policies and Procedures

74. At the time of the terminal review, annual audit reports were available for 2020-2022 for the MET/MTEA executed component of the project. Procurement of auditors audits has been challenging for MTEA, UNEP has thus initiated a "Harmonized Approach to Cash Transfers" (HACT) audit for 2023-2025 covering two projects in Eswatini. The 2020-2022 audit reports found that the accounts fairly reflected spending and the expenses incurred were eligible and registered correctly and adequately supported by documentation. Only a few minor shortcomings were identified by the auditors, for which MTEA provided adequate explanations. Being part of UNEP, no project-level audits were required for the activities and procurement handled by UNEP-CCC.

75. The financial management and procurement appear to have adhered to UNEP's policies and procedures for GEF-funded projects; no instances of non-compliance were found by the auditors or UNEP, however, MTEA spending in 2023-2025 is yet to be audited. UNEP-CCC's financial management system is fully aligned with UNEP requirements and procedures. On UNEP's side, all cash advances were processed and disbursed to the Government and promptly and in a timely manner.

Completeness of Financial Information

76. As shown in table 18, all financial information was provided to the terminal review. There were no gaps in the information available. However, audit reports for 2023-2025 are not yet available for the expenses incurred by MTEA (in process).

Table 18: Financial management

Financial management components:	Rating	Evidence/ Comments
1. Adherence to UNEP's/GEF's policies and procedures:	**S**	
Any evidence that indicates shortcomings in the project's adherence[26] to UNEP or donor policies, procedures or rules	No	The audits were satisfactory and did not indicator any non-compliance
Was first disbursement carried out within 9 months of UNEP's project approval date.	Yes	Processed on 7 February 2020, 4 months after UNEP approval

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

Financial management components:		Rating	Evidence/ Comments
Were the procurement policies of UNEP and the donor(s) followed? *(where applicable)*		Yes	No non-compliance was reported by the auditors or UNEP
2. Completeness of project financial information[27]:			
Provision of key documents to the evaluator (based on the responses to A-H below)		**S**	Audit reports for 2023-2025 not yet prepared
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes	Annexed to CEO Endorsement
B.	Revisions to the budget	Yes	All project amendments (incl. budget revisions) provided
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes	Project Cooperation Agreement (PCA) with MTEA and Inter-agency Cooperation Agreement (ICA) for UNEP-CCC provided
D.	Proof of fund transfers	Yes	Proof of all (2) transfers to MTEA provided
E.	Proof of co-financing (cash and in-kind)	Yes	Annual co-financing reports provided for 2021-2025
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	Yes	Quarterly financial statements provided for MTEA and 6-monthly statements for UNEP-CCC, broken down by output and budget line
G.	Copies of any completed audits and management responses *(where applicable)*	Yes	All available audits incl. management responses (2021-2022) provided, 2023-2025 audits are pending
H.	Procure documents[28], including the approved requisition document and Source Selection Plan *(where applicable)*	N/A	
I.	Any other financial information that was required for this project (list):	N/A	
Overall rating		**S**	

Findings Statements on Financial Management:

77. All required financial information was available (albeit with 2023-2025 audit reports not yet being ready), all available audits were satisfactory, and all expenses were eligible with no evidence of non-compliance with UNEP-GEF requirements.

Rating for Financial Management: Satisfactory

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

Rating for Completeness of Financial Information: Satisfactory

F. Efficiency

78. The project experienced significant implementation delays due to a combination of factors outside the control of the project related to slow Government procurement processes, COVID-19, and an extended period of non-operation of UNEP-CCC due to the institutional transition described in section I.E. (changes in design). For these reasons, there was limited implementation progress in 2020-2022 and modest progress in 2023-2024 (UNEP-CCC implementation commenced in 2023), and most implementation thus

[27] See also document 'Criterion Rating Description' for reference.
[28] Relevant for procurement action over USD 10,000 in value.

took place in 2025. The project was thus extended thrice, for a total of 28 months. As the timing of the project was not synchronised with Eswatini's reporting to the PA/UNFCCC described in section IV.D. (effectiveness) and most deliverables were only ready shortly before project closure, the outputs and deliverables could not be tested by the project. On the one hand, consultant deliverables were for the larger part only available relatively shortly before project closure, a challenge further exacerbated by slow approval of the draft deliverables due to staff constraints at MET.

79. Due to the delays, the budget for PMU salaries was exhausted in 2023 and the PMU staff contract were thus terminated, before implementation fully took off. Hence, they had little opportunity to contribute to the delivery of the project. To mitigate the loss of PMU staff, inhouse MET staff were appointed part-time to the PMU in addition to their core staff tasks. However, the appointed staff were unfamiliar with climate transparency and thus faced a steep learning curve to become able to facilitate project execution. This transition further contributed to the delay, but ultimately, the in-house MET staff were able to execute the MTEA part of the project deliverables. To mitigate the challenges related to slow and cumbersome Government procurement processes, a significant proportion of the and deliverables (i.e. the development of the online platform and international consultant inputs) and the associated budget lines were reallocated for procurement by UNEP-CCC; which facilitated project execution in 2024 and in particular in 2025.

80. With the transfer of project management responsibilities to inhouse MET staff, the extension did not have negative implications for the ability to cover salaries until project completion. The deliverables produced within the project budget corresponded to expectations. As described in section IV.A. (strategic relevance), the project achieved synergies with the global CBIT-GSP project, ICAT and PATPA vis-à-vis capacity building and technical assistance for Swazi stakeholders. The project in Eswatini and CBIT-GSP jointly implemented an international peer learning workshop in Eswatini utilising financial and staff resources from both projects. At the end of the project, UNEP-CCC had executed its entire GEF budget allocation of USD 534,500. As of 30 June 2025, MTEA had spent USD 160,474[29] of its total GEF grant allocation of USD 420,500 (corresponding to 38.2 pct.).

81. With the designation of MET staff to the PMU, the de-facto in-kind contribution of MTEA likely exceeded the reported USD 143,180[30], albeit below target of USD 270,000.

Table 19: Project extensions

Type of project extension	Duration (# months)	Reason for no-cost extension
No-cost (9 May 2022)	6 months (from 31 December 2022 to 30 June 2023)	Reallocation of unspent balance in 2020-2021 to 2022-2023, due to delayed implementation start (commenced in November 2020, 7 months after formal project start) and slow implementation caused by: a) lengthy MTEA administrative procurement processes (affecting PMU staff recruitment, entering agreement with UNEP-CCC), b) COVID-19 restrictions, c) institutional transition of UNEP-CCC (delaying implementation + contracting of consultants)
No-cost (5 December 2022)	12 months (from 30 June 2023 to 30 June 2024)	Reallocation of unspent balance in 2020-2022 to 2023-2024, due to delays caused by: a) lengthy MTEA administrative procurement processes, and b) continued challenges with institutional transition of UNEP-CCC (delaying MTEA-UNEP-CCC agreement, implementation + contracting of consultants)

[29] Information on MTEA spending as of 30 June 2025 provided by GEF Climate Mitigation Unit. Financial data reported in Umoja as of 31 March 2025 indicated that MTEAs spending was USD 252,786.
[30] Information on MTEA co-financing as of 30 June 2025 provided by GEF Climate Mitigation Unit.

Type of project extension	Duration (# months)	Reason for no-cost extension
No-cost (10 April 2024)	12 months (from 30 June 2024 to 30 June 2025)	Reallocation of unspent balance in 2020-2023 to 2024-2025, due to delays caused by: a) lengthy MTEA administrative procurement processes, and b) continued challenges with institutional transition of UNEP-CCC (delaying MTEA-UNEP-CCC agreement, implementation + contracting of consultants). Reallocation of a portion of the MTEA-executed budget share to UNEP-CCC, to facilitate procurement of international consultants incl. support for establishment of online platform).

Findings Statements on Efficiency:

82. A substantially delayed project start and slow implementation in 2020-2024 necessitated a total extension of almost two and half years – hence, the project's implementation timeliness was poor. Considering that the factors causing delays were beyond the control of the project, the extensions were justified. However, the slow and cumbersome government procurement processes were predictable, and could thus have been factored in during the project design and inception phase. Moreover, due to the project timing not being aligned with PA/UNFCCC reporting process and the delays, several project outputs were not delivered in time to be tested in practice.

83. The project management costs were within budget, and the deliverables produced within the budget corresponded to expectations.

Rating for Efficiency: Moderately Unsatisfactory

G. Monitoring and Reporting

Monitoring of Project Implementation

84. The monitoring and evaluation plan in the CEO Endorsement Request covered the inception workshop, progress reporting, as well as the terminal review, and the results framework indicated data sources (means of verification) for the indicators. The monitoring and evaluation plan was budgeted, but resources were only allocated for the inception workshop, audits, and the terminal review. The objective and outcome indicators in the results frameworks were measurable and generally relevant and appropriate, although most captured outputs rather than outcome-level results as described in section III (theory of change) and the indicators were thus not fully suited for capturing whether the outcome was achieved. All indicators had baselines and end targets, but not mid-term targets.

85. The indicators in the results frameworks were monitored and reported on in the annual project implementation review reports (PIRs) and the half-yearly progress reports (HYPRs). Data was also collected on the number of participants in project activities, disaggregated by gender. Overall, the indicator data provided reflects the level of progress achieved, with the exception of the data on the level of MRV data being provided by line ministries and agencies for the online platform. The data collection did not capture the extent to which stakeholders applied the knowledge/skills imparted and tools/methodologies delivered in their work – and thus the progress against the outcome was not fully captured, which also limited the utility of the monitoring vis-à-vis providing guidance for strategic decision-making. The PIRs also captured data on the relevant GEF core indicator (direct beneficiaries), disaggregated by gender. The progress on outputs and deliverables under each output were also reported upon. Considering the nature and

size of the project (medium-sized, capacity-development focused), the monitoring was largely sufficient.

Project Reporting

86. The following progress reports were prepared and submitted by the PMU: quarterly financial reports (UNEP-CCC submitted half-yearly financial reports), half-yearly progress reports (HYPR), and annual project implementation review (PIR) reports. Moreover, a final report was prepared after project closure. PSC meetings were also used to report on progress. Overall, the reports provided a clear overview of the implementation status of activities, deliverables and outputs. Progress on indicators as well as information on the external context and obstacles faced were reported on. The HYPRs and PIRs covered risk management. Gender was covered in the PIRs, capturing the participation of women in activities and briefly reflecting endeavours to promote gender awareness. The progress reporting in general provided a credible reflection of the implementation status, progress, and challenges. However, the implications of the systemic obstacles that have largely inhibited the achievement of the intended outcome and institutionalisation of the project results despite the achievement of the intended deliverables were not fully reflected in the reports.

Findings Statements on Monitoring and Reporting:

87. Monitoring and reporting were overall sufficient and capturing project progress and challenges. However, the level of achievement of the intended outcome and the implications of the significant contextual obstacles that largely impeded the achievement of the outcome were not fully analysed, and thus the monitoring did not fully guide strategic decision-making.

Rating for Monitoring and Reporting: Satisfactory
Rating for Monitoring of Project Implementation: Moderately Satisfactory
Rating for Project Reporting: Satisfactory

H. Sustainability

Socio-political Sustainability

88. Interlocutors indicate a high-level political interest in climate action. As such, the Climate Change Bill and establishment of formalised institutional arrangements is expected by interlocutors to be passed in a year's time or so. A key factor is an interest in accessing international climate financing. A strong MRV system and the ability to provide evidence of Eswatini being effective in implementing the NDC would provide leverage vis-à-vis mobilising climate financing including carbon credits. Eswatini's greenhouse gas emissions per capita remain significantly below the global average, and there is a stronger interest in engaging in adaptation than mitigation action.

89. The project made a significant contribution to increased awareness and interest in engaging climate transparency in line ministries and agencies (see section IV.D.) but without clear institutional mandates and obligations, the level of ownership and engagement remains person-dependent and uneven.

Financial Sustainability

90. Until the legal and formalised institutional framework is in place, budget allocation for climate transparency and MRV will not easily be included in line ministry budgets and work plans, and given the overall financial constraints of the Government, financing of the MRV

system will remain a challenge even when the legal and institutional setup is in place. As such, the development and operation of an MRV system will depend on international funding. A second phase of the project funded by the GEF is in the pipeline for development.

91. There is concern about whether data on the platform can be accessed in situations where the license is not paid for (the Government does not have a system for online payment).

Institutional Sustainability

92. Formal institutionalisation of the MRV system seems impossible until the Climate Changes Bill has been passed. Once the Bill is adopted, the institutional structure will need to be set up. While an interim/de-facto institutional arrangement is in place, it faces capacity constraints and has limited clout vis-à-vis convening line ministries and agencies. The project's outputs and deliverables will facilitate the institutionalisation, as the project has contributed to the Climate Change Bill process, provided guidance on institutional arrangements, and increased staff capacities (see section IV.D.). Further support will be needed for the institutionalisation, once the legal framework is in place. Moreover, while staff capacities have increased, these gains may partly be lost due to staff turnover. On the positive side, staff at the Climate Transparency Unit to some extent have the skills to train new staff (albeit not sufficiently so), and recordings of the project trainings are available on the online platform, thus mechanisms for sustaining institutional capacities are to some extent in place.

93. Building and sustaining teams with technical capacity for GHG inventories and MRV within government institutions is in general fundamentally challenged by low salaries, understaffing, bureaucracy and high staff turnover. Some interlocutors argue that systems that do not entirely depend on in-house expertise but draw on independent national experts for specialised technical expert inputs, e.g. from academia – coordinated by the government – tend to work better.

94. With the current CBIT phase having ended in June 2025 and since the process of developing the second phase has not yet commenced and GEF project development takes several months, a hiatus in further MRV system development is inevitable. Nonetheless, since the project PMU comprised permanent MET staff, the institutional memory and skills developed vis-à-vis driving the MRV process forward are likely to be retained until phase 2 commences. However, as GEF rules have changed, the opportunities for internal execution have become limited, so the arrangements with UNEP-CCC executing the larger of the project budget, which significantly facilitated procurement, appears unfeasible for phase 2.

Findings Statements on Sustainability:

95. The absence of a formalised legal framework hampers the ability to establish formal and financed institutional arrangements for MRV. There is generally commitment to climate transparency, but this commitment remains person-driven. The project has contributed to enhancing stakeholders' interest and capacities and also helped facilitating the Climate Change Bill process and provided guidance for appropriate institutional arrangements. However, sustainability hinges on continued external support. A second phase of the project is planned, but with an inevitable gap of several months, But, since the project execution was led by in-house MET staff, capacities and institutional memory are likely to be retained for phase 2.

Rating for Likelihood of Sustainability (use 'Likely' scale): Moderately Unlikely
Rating for Socio-political Sustainability: Moderately Unlikely

Rating for Financial Sustainability: Moderately Unlikely
Rating for Institutional Sustainability: Moderately Likely

I. Factors Affecting Performance and Cross-Cutting Issues

Quality of Project Management and Supervision

96. The PSC met five times, in 2019, 2023, 2024, and twice in 2025. Project progress was reported by the PMU to the PSC. The degree of continuity in terms of representation varied, some institutions and individuals participated in all or most PSC meetings, whereas others participated in only one or two. The PSC served as a body for information sharing among key stakeholders and approval of project work plans and budgets.

97. MET was the designated MTEA entity for project execution. The PMU was well embedded in MET. Initially, the PMU was staffed with full-time positions funded by the project, including a well-qualified project manager. However, due to the major delays in implementation, the project-funded staff were unable to effectively fulfil their roles and shortly after implementation began moving, their contracts ended and there was not budget for extending their contracts. The MET-appointed staff working part-time in the PMU did not initially have the required climate transparency expertise but with capacity development and technical assistance from UNEP-CCC, their skills were enhanced, and they increasingly became able to facilitate project implementation. UNEP-CCC successfully executed their outputs and deliverables of the project, Once the new institutional arrangements for UNEP-CCC were settled. MTEA's decision to transfer of budget to UNEP-CCC (an adaptive measure in response to cumbersome Government procurement processes) greatly facilitated the recruitment of consultants and production of the planned deliverables. However, GEF rules no longer allow for internal execution of projects by implementing agencies; hence, UNEP-CCC may not be able to assume a similar role in the planned second phase of the project.

98. However, not all consultant deliverables fully met the expectations of Swazi stakeholders, due to a combination of factors, including issues related to a) articulation of expectations and mutual understanding of what was needed and the most appropriate and realistic solutions (taking into account Swazi needs as well as international experience), b) short timeframe available and last-minute provision of consultant deliverables, and c) overstretched MET staff with limited time to engage proactively with the consultants, also leading to delayed feedback and approval of deliverables. Specifically, Swazi stakeholders expected that the consultants would elaborate tools and templates for data collection, whereas the consultants encouraged that such tools be developed by Swazi stakeholders themselves, which they eventually did – with the consultants reviewing the draft tools. One interlocutor reported that the consultants provided training on a tool that Swazi stakeholders had been trained on previously, whereas they were looking for an automated tool interlinking with IPCC software. Consultants were hired on an individual basis for each delivery, which made implementation somewhat fragmented, whereas a larger company contract for the entire team could have facilitated a more integrated approach to the achievement of the intended outputs and outcome. Moreover, all international consultant inputs were done remotely, whereas in-country work to allow for a deeper contextual understanding and relationship with the stakeholders could have been beneficial for achieving a mutual understanding of the needs and best solutions. The international consultants were supported by a national consultant, but while her inputs were widely appreciated, this did not fully make up for the lack of country visits by the international consultants. Moreover, a short-term input was provided by a national legal expert.

99. The cooperation and communication between UNEP, MET/MTEA and UNEP-CCC were regular and smooth, and oversight and support provided by UNEP was engaged and responsive. UNEP participated in all PSC meetings.

Stakeholders Participation and Cooperation

100. Promotion of stakeholder participation and cooperation across sectors was a central feature of the project, as the provision of data and information for climate transparency by nature required multi-sectoral engagement. This was particularly clearly expressed in output 1 (climate change coordination framework), but stakeholder participation and cooperation across sectors was a key feature across the outputs. Hence, considerable effort went into mobilising, engaging and capacitating stakeholders. The PMU was in regular dialogue with stakeholders and trainings were based on assessment of stakeholders' capacity needs and stakeholder feedback on key deliverables were sought. Moreover, key line ministries were represented in the PSC.

Responsiveness to Human Rights and Gender Equality

101. Gender issues featured to a modest extent in project deliverables. The participation of women was monitored with gender-disaggregated data provided on participation in workshops/trainings. Of the 79 direct beneficiaries (e.g. training participants), 33 (42 pct.) were female whereas 46 (58 pct.) were male. On the other hand, project management and execution in Eswatini was led by women.

102. The project did not explicitly address human rights, but climate transparency contributes to the right to access to information, whereas improved climate action contributes toward the right to a healthy environment.

Environmental and Social Safeguards

103. Given the project had a purely institutional capacity development focus and did not entail any on-the-ground investments, no environmental or social risks were identified at design, during implementation, or by the terminal review. The project was appropriately rated as a low-risk project. There was thus no need for implementing any environmental or social safeguards or mitigation measures. The only direct negative environmental impact of the project was fossil energy consumption and carbon emissions related to: 1) air- and road travel of staff, technical experts and participating beneficiaries, 2) power consumption by servers and internet use (e.g. data uploads and downloads, online training and meetings), and 3) resource consumption and waste generation related to the use of computer equipment and office facilities. A number of trainings and meetings were conducted virtually (sometimes due to COVID-19 restrictions) thus contributing to reducing the carbon footprint. Moreover, UNEP-CCC tracks its carbon footprint and pays for carbon off-setting. The PIRs included information on the status vis-à-vis environmental and social safeguards.

Country Ownership and Driven-ness

104. As described earlier, the project enhanced awareness and ownership of climate transparency among key ministries and interlocutors indicate a degree of high-level buy-in and thus expect that the necessary legal framework and formalised institutional arrangements will be established in a foreseeable future. The participating ministries and agencies provided in-kind contributions of staff-time e.g. in connection with training participation and tool development. MTEA and MET displayed a high degree of ownership of the project as evidenced by the allocation of MET staff to the project PMU to drive the implementation, the proactive engagement of the MET Director, and the establishment of the interim/de-facto Climate Transparency Unit under MET.

105. However, until formalised institutional mandates and obligations are in place, ownership and driven-ness remain largely person-driven among line ministries and agencies. Moreover, due to institutional capacity constraints, further progress towards the outcome remains dependent on future project support. There is little scope for forward momentum towards achieving the intended outcome until the legal and formalised institutional framework is in place (see sections IV.D. and IV.H).

Communication and Public Awareness

106. Communication with key stakeholders across ministries and agencies was regular and done through workshops, PSC meetings, and bilateral communication. As described in section IV.D., the project increased awareness, albeit unevenly so among stakeholders. A communication plan for the Climate Transparency Unit was a distinct output of the project. The project also supported regional stakeholder consultations on the draft Climate Change Bill. Moreover, the project engaged in communication and knowledge-sharing with other countries jointly with CBIT-GSP with a regional peer-learning workshop hosted by Eswatini. Moreover, the PMU and other Swazi stakeholders shared Eswatini's experience in regional and global workshops and seminars arranged by CBIT-GSP and others. However, online MRV platform has so far mainly been developed as an internal tool for supporting the preparation of reports to the PA/UNFCCC rather than a platform for providing the wider public information about Eswatini's progress on climate action.

Findings Statements on Factors Affecting Performance and Cross-Cutting Issues:

107. Once implementation took off after the initial delays, project management arrangements (PSC, PMU, performance by the implementing and execution entities) worked fairly well. MTEA/MET had a strong ownership of the project, as evidenced by a) the implementation being completed by ministry staff with technical and procurement support from UNEP-CCC, and b) the establishment of a staffed interim/de-facto Climate Transparency Unit. However, the use of international consultants did not deliver to its full potential.

108. The engagement and communication with stakeholders were proactive and increased awareness, although in the absence of a legal and institutional framework, ownership remains person dependent and further progress on MRV would require a) the legal and institutional framework being put in place, and b) further external support.

109. Gender responsiveness was modest, and human rights were only implicitly addressed. Due to the institutional capacity development nature of the project, no environmental or social safeguard measures were required.

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

Rating for Quality of Project Management and Supervision: Moderately Satisfactory

Rating for Stakeholders Participation and Cooperation: Satisfactory

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

Rating for Environmental and Social Safeguards: Satisfactory

Rating for Country Ownership and Driven-ness: Satisfactory

Rating for Communication and Public Awareness: Satisfactory

V. CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions

Strengths

110. After considerable delay, implementation caught up in 2025, and the project delivered a good proportion of its intended outputs. First and foremost, the project succeeded in enhancing the awareness, interest and capacities of stakeholders and staff in MET/MTEA and across sector institutions in relation to GHG inventories and MRV. Tangible tools and methodologies were provided, an online GHG inventory, MRV and coordination platform was established, and the project also contributed to progress towards a national Climate Change Bill by supporting the consultation process. Promotion of stakeholder participation and cooperation across sectors was a central feature of the project and considerable effort went into mobilising, engaging and capacitating stakeholders. The project played a key role in the establishment of a functional interim/de-facto Climate Transparency Unit for coordination of GHG inventories and reporting to the PA/UNFCCC, which to some extent also provided a mechanism for sustaining institutional capacities in the context of high government staff turnover. No negative effects of the project were identified.

111. The increased awareness, capacities and tools provided as well as the establishment of the interim/de-facto Climate Transparency Unit contribute to future improvements in the collection and processing of GHG data and NDC progress tracking. The project thus partially achieved the intended outcome and laid the foundation for the establishment and operationalisation of improved institutional arrangements and cross-sectoral coordination of GHG inventories, MRV, and reporting to the PA/UNFCCC, once the Climate Change Bill has been passed by the Parliament. With a good degree of buy-in among high-level Government decision-makers to climate action and the prospect of accessing international climate finance, the Climate Change Bill is likely to be passed within the year or so. A second phase of the project is planned, which will be essential for ensuring the project results are translated into a full-fledged MRV system.

112. Once implementation took off, the project management arrangements worked fairly well. MTEA displayed a high degree of ownership of the project as evidenced by the allocation of MET staff to the PMU, proactive engagement of the MET Director, and the establishment of the interim/de-facto Climate Transparency Unit under MET. Synergies were achieved with the global CBIT-GSP, ICAT and PATPA, which also enabled the project to share experiences with, and learn from, other countries. The PSC met regularly, and there was a reasonable degree of institutional and individual continuity in the participation in PSC meetings. Financial management was compliant with UNEP and GEF requirements and facilitated by a significant proportion of the budget being managed by UNEP-CCC – and adaptive measure that also was pivotal for enabling the recruitment of consultants and thus also for the achievement of several project deliverables and outputs. The level of delivery largely corresponded to expectations, and project management costs were within budget – enabled by the appointment of in-house MET staff to the PMU, which also makes it likely that the institutional memory as well as the technical skills developed though the project are retained by MET. Progress monitoring and reporting was overall sufficient. Oversight and backstopping by UNEP were well-functioning.

Weaknesses

113. The project was severely affected by external factors outside the control of the project, such as slow and cumbersome Government procurement, institutional changes rendering

UNEP-CCC inoperable for an extended period of time, and COVID-19, leading to a significantly delayed project start and an extended period of hiatus with limited implementation in 2020-2024 and the project was extended by 28 months. While the delays were largely caught up with, the final financial reporting and 2023-2025 audits remain delayed. Due to the delays, implementation of most deliverables was compressed in less than a year and rushed. There was thus no time to test the deliverables and outputs in practice – for example, the tools and online platform were thus not delivered in time to be used for the preparation of the most recent reports to the PA/UNFCCC, hence the potential scope of synergy with GEF support for the preparation of reports did not materialise.

114. The project design was overambitious with unrealistic expectations regarding the results that could be achieved by a three-year medium-sized project. Being a first-generation CBIT project, the expected results were not fully taking into consideration the country context. The absence of a national Climate Change Bill was (and still remains) an impediment to the establishment of full-fledged and fully functional institutional structures and processes for MRV. Full institutionalisation of the MRV system is impossible until the Climate Change Bill has been passed. Hence, the intended output of established institutional and coordination arrangements was not fully achieved. While memoranda of understanding with key sector institutions were drafted, there were not finalised. Due the lack of clear and formalised institutional frameworks and responsibilities for MRV across sectors, the use of the capacities, methodologies and tools developed by the project remains uneven across sectors, voluntary, person-driven and ad-hoc – and the outputs have thus not fully translated into the intended outcome. While the de-facto Climate Transparency Unit has the interim responsibility to coordinate the GHG inventory, MRV and reporting to the PA/UNFCCC, it (as well as the other government institutions involved) faces technical capacity constraints and its clout to convene the engagement of sector institutions is limited. The online platform for the GHG inventory, MRV and coordination is technically functional, but scarcely in use.

115. Overall, MRV data collection and submission processes have not changed significantly. The capacity gains achieved under the project may partly be lost over time due to staff turnover, although mechanisms for sustaining institutional capacities are in place to some extent. Government budget allocations for MRV across sectors is also unlikely until the legal framework is in place. Hence, further progress on the establishment of a full-fledged and institutionalised MRV system, the full achievement of the intended project outcome and ensuring the sustainability of the results achieved hinges on a combination of a) the legal framework being put in place (including formalised institutional mandates) and b) further external technical and financial support. However, while a second phase is planned, a gap in the further MRV system development is inevitable until the new phase commences, creating some risk of losing momentum with the sector institutions.

116. Gender issues only featured to a modest extent in the project deliverables. A human rights lens was not applied in the project, although the contribution to enhanced climate transparency contributes to the right to access to information. However, the MRV platform was developed as an internal tool for supporting the preparation of reports to the PA/UNFCCC rather than a platform for providing public access to information. One challenge in this regard is the view that some relevant data is classified government information that cannot be shared openly.

117. International consultant inputs were not used to their full potential due to the fragmentation into individual contracts, last-minute delivery and delayed feedback, and since all international consultant support was delivered remotely. The monitoring and

reporting did not provide a full analysis of the implications for the project of the major contextual obstacles faced. Hence, the monitoring did thus not fully inform strategic decision-making. Moreover, it did not capture whether stakeholders applied the methodologies and knowledge in their work. While the reported progress on the project indicators appears reliable, the progress against the outcome and limited use of the online platform was not fully reflected.

Responses to Key Strategic Questions

118. The review terms of reference included a set of strategic question of interest to UNEP. Table 20 provides responses to these.

Table 20: Responses to Strategic Questions

Strategic Question	Response
MTEA experienced significant procurement challenges with establishing the Project management unit, entering into an agreement with UNEP-CCC (formerly known as UNEP-DTU Partnership) and procurement during execution. As there is a likelihood of a CBIT Phase II project, how can the MTEA address/mitigate these challenges to efficiently kick-off the project at the start of implementation?	MTEA has little control over GoE procurement rules and processes, making it difficult for MTEA to procure international consultant inputs. The challenges were mitigated by delegating a proportion of the executing agency responsibility and a significant share of the budget to UNEP-CCC, with funds transferred directly from UNEP to UNEP-CCC. Delegation to an international or regional entity appears to be the only feasible solution also for the next phase.
The Transparency coordination platform was developed as a coordination mechanism for Eswatini's transparency work with linkages to the Monitoring, Reporting and Verification (MRV) Platform for use by the MTEA and other data providing institutions. What are the levels of synergy in the linkage of the two platforms and uptake of the platforms by the stakeholders?	The two platforms are integrated in the same online system. However, the platforms are currently not being used despite being functional, and further support would be required to ensure their uptake by stakeholders.
Focal institutions that are responsible for the upload of data across the different sectors to the MRV and TCP systems were identified. An incentive proposal was prepared by the MTEA to encourage the different institutions to consistently upload their sector related data. What are the foreseeable challenges the MTEA is likely to experience with regards to the provision of the required data by the various institutions and how can these be mitigated at an institutional level?	Data collectors are generally not uploading data to the online platform – the reasons being the absence of a formalised mandate to do so without a national Climate Change Bill, a lack of confidence in data protection if uploading government data that is seen as confidential to an international online server which is not owned/controlled by GoE.
The institutionalization of the Climate Transparency Unit (CTU) which is expected to manage Transparency matters in the MTEA is hinged on the enactment of the Climate Change Bill. What is the best approach of establishing the CTU within the MTEA to ensure complementarity of the responsibilities of the employees in the MTEA who are already handling transparency work?	MTEA has established an interim de-facto Climate Transparency Unit at MET and staff responsible for MRV/transparency has been transferred to the Unit. The unit is functional but facing capacity constraints and limited clout vis-à-vis convening sector institutions until its mandate is formalised with the Climate Change Bill. To strengthen the Unit, the next phase of the project should: a) support the political process for passing Climate Change Bill, b) support for MTEA vis-à-vis ensuring the Unit is appropriately housed and staffed, and c) provide technical assistance to the Unit.
What changes were made to adapt to the effects of COVID-19 and to what extend did these changes enable continued implementation during the pandemic?	During the pandemic, meetings and workshops were conducted virtually. However, project implementation progress was already severely limited due to factors unrelated to COVID-19.

Overall performance rating

119. Table 21 below provides a summary of the ratings and finding discussed in Chapter IV. Overall, the project demonstrates a rating of 'Moderately Satisfactory'.

UNEP Evaluation Office Validation of Performance Ratings:

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

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

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

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

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

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

In this instance the Evaluation Office finds that the Report is of Satisfactory quality and validates the overall project performance rating at the **'Moderately Satisfactory'** level.

Table 21: Summary of project findings and ratings[31]

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
Strategic Relevance	The project was fully aligned with UNEP and GEF policies and priorities. Synergies were achieved with in particular CBIT-GSP and ICAT, although coordination and synergy with other MRV initiatives were a challenge. Synergies with GEF support for the preparation of reports to the PA/UNFCCC were modest.	**HS**	**The rating is validated.**	**HS**
1. Alignment to UNEP MTS, POW and strategic priorities	Fully aligned with the climate change sub-programme mitigation expected accomplishment of the MTS 2018-2021 and POW 2020-2021. Aligned with the Bali Strategic Plan vis-à-vis assistance for facilitating compliance with and enforcement of obligations under MEAs and supporting institutions in data collection, analysis and monitoring.	HS	The rating is validated.	HS
2. Alignment to Donor/Partner strategic priorities	Aligned with GEF Climate Change focal area. Responded to UNFCCC-mandated GEF financing for CBIT.	HS	The rating is validated.	HS
3. Relevance to global, regional, sub-regional and national environmental priorities	Supported Eswatini in enhancing the capacity to implement MRV and climate transparency obligations under the PA/UNFCCC.	HS	The rating is validated.	HS
4. Complementarity with relevant existing interventions/coherence	Direct synergies and joint efforts with CBIT-GSP and ICAT. Support from different actors has not always been coordinated with cases of overlaps. Scope for synergy with GEF support for reporting to PA/UNFCCC, but due to unaligned timelines, and competing needs, synergies did not materialise.	MS	The rating is validated.	MS
Quality of Project Design	Satisfactory coverage of risk identification and safeguards, management arrangements, partnerships, strategic relevance, financial planning. Moderately satisfactory coverage of project preparation, results framework and causality, efficiency, monitoring, learning and communication. Moderately unsatisfactory coverage of sustainability.	**MS**	**The rating is validated.**	**MS**

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

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
Nature of External Context	Stable political and economic context but affected by COVID-19 pandemic. No climate legislation and unclear institutional mandates. Implementation significantly delayed by unconducive government procurement processes and institutional transition of UNEP-CCC.	**MU**	**The rating is validated.**	**MU**
Effectiveness	The project delivered a good proportion of its intended outputs, but the outputs are only being used on a voluntary and ad-hoc basis and have not fully translated into the intended outcome – although the project laid the foundation for future improvements of MRV.	**MS**	**The rating is validated.**	**MS**
1. Availability of outputs	Three out of six outputs were fully achieved with enhanced MRV capacities and awareness, access to tangible tools and methodologies, and the establishment of a functional online platform. However, the intended outputs of established institutional arrangements (coordination, Transparency Unit) and a Climate Change Bill were not fully achieved and as a result the online platform is not in use.	MS	The rating is validated.	MS
2. Achievement of project outcome	In the absence of legal and formalised institutional frameworks, the online platform is scarcely in use and no systemic changes vis-à-vis GHG inventories, MRV, and NDC tracking have been achieved. As such, the intended outcome was only partly achieved, although the interim/de-facto Climate Transparency Unit is operational, albeit facing significant constraints.	MS	The rating is validated.	MS
3. Likelihood of impact	In the absence of a legal and formalised institutional framework, the use of the outputs produced by the project is limited and the intended outcome has not been fully achieved, hence the likelihood of impact is moderately likely. Nonetheless, stakeholders find that the Climate Change Bill seems likely to be approved in the next year or so, which would enable the formalisation of the institutional framework – creating the enabling conditions for applying the outputs and achieving the outcome, which may lead to an indirect contribution to the intended impact.	ML	The rating is validated.	ML
Financial Management	The required financial information was generally available (but the final financial statement for MTEA and 2023-2025 audits are delayed), all available audits were satisfactory, and all expenses were eligible.	**S**	**The rating is revised to MS to reflect that Adherence to UNEP's financial policies and procedures is rating S and Completeness of project financial information is rated MU.**	**MS**
1. Adherence to UNEP's financial policies and procedures	Satisfactory audits (but not yet prepared for 2023-2025), all expenses eligible. No evidence of non-compliance with UNEP-GEF requirements.	S	The rating is validated.	

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
2. Completeness of project financial information	All available information provided. MTEA spending information for April-June 2025 not yet available and audit reports for 2023-2025 not yet elaborated.	MS	The rating is revised to MU. No instances of non-compliance were found by the auditors or UNEP. However, audit report for three years (2023-25) were not available and procurement documents beyond the initial (and not costed) procurement plan were not included in the review.	MU
Efficiency	The project was substantially delayed due to factors outside the control of the project and extended for 28 months. Due to the delays, the project outputs could not be tested in practice. The project management costs were within budget, and the level of delivery within the budget corresponded to expectations.	**MU**	**The rating is validated.**	**MU**
Monitoring and Reporting	Monitoring and reporting were overall sufficient and capturing project progress and challenges. However, implications of the contextual obstacles were not fully analysed, and the monitoring did not fully guide strategic decision-making.	**S**	**The rating is validated.**	**S**
1. Monitoring of project implementation	Indicators were monitored. Progress on outputs and deliverables was monitored and reported on. Indicator data appears reliable but not fully reflecting the limited use of the online platform. Data collection did not capture whether stakeholders applied the knowledge imparted and methodologies delivered in their work – thus the progress against the outcome was not fully captured.	MS	The rating is validated.	MS
2. Project reporting	Technical and financial progress was reported regularly, providing a clear and comprehensive overview of the implementation status of activities, deliverables and outputs. However, the implications of the systemic obstacles to the achievement of the outcome were not fully reflected.	S	The rating is validated.	S
Sustainability	The absence of a formalised legal framework hampers the ability to establish formal and financed institutional arrangements for MRV. There is generally commitment to climate transparency, but this commitment remains person driven. Sustainability hinges on continued external support.	**MU**	**The rating is validated.**	**MU**
1. Socio-political sustainability	Reported high-level political interest in climate action. The Climate Change Bill and formalised institutional arrangements are expected by interlocutors to be passed in a year's time or so. A key factor is an interest in accessing international climate financing. The project contributed to increased interest in engaging climate transparency in line ministries and agencies, but without clear institutional mandates and obligations, the level of engagement remains person-dependent and uneven.	MU	The rating is validated.	MU

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
2. Financial sustainability	With no legal and formalised institutional framework and general financial constraints, Government budget allocation for MRV is unlikely. The MRV system development depends on international funding. A second phase of the project funded by the GEF is planned.	MU	The rating is validated.	MU
3. Institutional sustainability	Formal institutionalisation of the MRV system seems impossible until the Climate Changes Bill is passed. An interim institution is in place but faces capacity constraints and has limited clout. Project outputs and deliverables will facilitate the institutionalisation, but capacity gains may partly be lost due to staff turnover, although mechanisms for sustaining institutional capacities are to some extent in place. A hiatus in the MRV system development is inevitable until Project phase 2 commences. The PMU comprised permanent MET staff, so the institutional memory and skills are likely to be retained.	ML	The rating is validated.	ML
Factors Affecting Performance	Once implementation took off after the initial delays, project management arrangements worked fairly well, but international consultant inputs were not used to their full potential. The engagement and communication with stakeholders were proactive and enhanced ownership. Further progress on MRV would require a) the legal and institutional framework being put in place, and b) further external support.	**S**	**The rating is validated.**	**S**
1. Quality of project management and supervision		MS	The rating is revised to MU to reflect that project management and supervision by UNEP is rated MS and project management by the executing agency is rated MU.	MU
2.1 UNEP/Implementing Agency:	Good communication and cooperation with MET/MTEA and UNEP-CCC. Well-functioning oversight and support. Participated in PSC.	S	The rating is revised to MS. The slow speed of resolution by the Implementing Agency (UNEP) of execution challenges extended the project duration as "the slow and cumbersome government procurement processes were predictable, and could thus have been factored in during the project design and inception phase." (para. 82)	MS

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
2.2 Partners/Executing Agency:	PSC met regularly, but continuity in participation was uneven. Initial PMU staff was well qualified but not fully utilised. Capacity of replacement staff from MET improved over time to fulfil PMU tasks. Transfer of budget to UNEP-CCC was an adaptive measure that facilitated implementation. International consultants were not utilised to their full potential due to fragmentation of inputs into individual contracts, lack of in-country engagement, and delayed feedback on deliverables.	MU	The rating is validated.	MU
2. Stakeholders' participation and cooperation	Promotion of stakeholder participation and cooperation across sectors was a central feature of the project, as the provision of data and information for climate transparency by nature required multi-sectoral engagement. Considerable effort went into mobilising, engaging and capacitating stakeholders.	S	The rating is validated.	S
3. Responsiveness to human rights and gender equality	Gender issues featured to a modest extent in project deliverables. The participation of women was monitored. 31 pct. of the direct beneficiaries were female. Project management and execution in Eswatini was led by women. The project did not explicitly address human rights, but climate transparency contributes to the right to access to information.	MS	The rating is validated.	MS
4. Environmental and social safeguards	The project focused on capacity building, tools development, studies, and establishment of an online platform. There were no investments or effects on the ground linked to the project.	S	The rating is validated.	S
5. Country ownership and driven-ness	There is a degree of high-level buy-in and legal framework and formalised institutional arrangements are likely established in a foreseeable future. MTEA and MET displayed a high degree of ownership of the project as evidenced by the allocation of MET staff to the PMU, proactive engagement of the MET Director, and the establishment of the interim/de-facto Climate Transparency Unit. Ownership and driven-ness among line ministries and agencies remain largely person-driven. Due to institutional capacity constraints, further progress towards outcome remains dependent on future project support. There is little scope for forward momentum towards achieving the intended the outcome until the legal and formalised institutional framework is in place.	S	The rating is validated.	S

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
6. Communication and public awareness	Communication with key stakeholders across ministries and agencies was regular. The project contributed to increased awareness, due to capacity development and proactive communication from the PMU. The project engaged in knowledge-sharing with other countries jointly with CBIT-GSP. The project supported the development of a communication plan for the Climate Transparency Unit as well as public consultations on the draft climate bill. The online MRV platform has so far mainly been developed as an internal tool for supporting the preparation of reports to the PA/UNFCCC rather than a platform for providing public access to information.	S	The rating is validated.	S
Overall Project Performance Rating		**MS**	**The overall project performance rating is validated.**	**MS**

B. Lessons learned

Lesson Learned #1:	**Having an in-house government PMU leading project implementation has challenges in terms adding to the burden of limited government staff resources but significant benefits vis-à-vis building government capacities and facilitating post-project continuity.**
Context/comment:	When the project management budget was exhausted, MET appointed inhouse staff members to the PMU. On the one hand, the appointed staff required considerable support and capacity development to lead the project management and implementation, while also carrying out their normal tasks as MET staff, and MET faced bottlenecks vis-à-vis managing the project as evidenced by the delayed approval of project deliverables. On the other hand, this enabled MET/MTEA to assume full ownership and responsibility for the project, and MET/MTEA could fully retain the institutional memory of the project, e.g. vis-à-vis driving the MRV process forward. Hence, while there were efficiency disadvantages of relying in-house staff, this was conducive for post-project sustainability.
Cross-reference(s) to relevant paragraphs Sections IV.C, IV.F, IV.I, V.A	

Lesson Learned #2:	**An international agency managing a proportion of the project budget can help overcoming government procurement challenges while providing useful technical support – there enhancing the efficiency and effectiveness of the project.**
Context/comment:	UNEP-CCC managed a significant proportion of the project budget and handled the procurement of consultants. Slow and cumbersome Government procurement processes had caused significant implementation delays, due to difficulties with recruiting consultants. To overcome this bottleneck, MTEA handed over a proportion of the budget to UNEP-CCC, which then recruited consultants. This change was an adaptive measure that enabled the completion of the majority of the intended project deliverables. Moreover, UNEP-CCC provide technical support to MET/MTEA, thereby contributing to capacitating MET staff to assume the responsibility for PMU tasks.
Cross-reference(s) to relevant paragraphs Sections IV.E, IV.F, IV.H, IV.I, V.A	

Lesson Learned #3:	**Without a legal framework and formalised institutional arrangements in place, it is impossible to establish a full-fledged MRV system – improved technical capacity is insufficient to achieve structural improvements.**
Context/comment:	With the continued absence of a legal framework, and thus also of a formalised institutional framework, the project could not fully achieve its intended outcome. While awareness and interest were raised, technical capacities strengthened, and methodologies and tools were made available for the actual the adoption and use of the methodologies, tools and skills was ad-hoc, uneven, and person-driven. Moreover, stakeholders were reluctant to upload data to the platform without being formally/legally authorised to do so – so the platform is only used to a limited extent. Hence, the project could only lay the foundation for the future establishment of a full-fledged MRV system – once the legal and institutional framework is in place.
Cross-reference(s) to relevant paragraphs Sections IV.D, IV.H, IV.I, V.A	

Lesson Learned #4:	**Government stakeholders are likely reluctant to use online platforms that store data on foreign commercial servers.**
Context/comment:	Stakeholders were reluctant to upload Government data, which in some cases is classified to the SharePoint-based online platform, since the data would be hosted on private servers outside the country – especially since they did not have a formalised legal mandate to do so. They also expressed concern about the functionality and access to data, in a situation where the Government is unable to pay the SharePoint license fee.
Cross-reference(s) to relevant paragraphs	Section IV.D

Lesson Learned #5:	**Multiple consultant inputs that are each narrowly focused on single deliverables without an in-country visit may not be effective and lead fully to results that are appreciated by local stakeholders.**
Context/comment:	The international consultant inputs did not fully meet the expectations of Swazi stakeholders, due to a combination of factors, including issues related to the articulation of expectations and achieving a mutual understanding of what was needed and the most appropriate and realistic solutions (considering Swazi needs as well as international experience). Consultants were hired on an individual basis for each delivery, which made implementation somewhat fragmented, whereas a larger company contract for the entire team could have facilitated a more integrated approach to the achievement of the intended outputs and outcome. All international consultant inputs were remote, whereas in-country could have facilitated a deeper contextual understanding and relationship with the stakeholders. The support by a national consultant could not fully make up for this shortcoming.
Cross-reference(s) to relevant paragraphs	Sections IV.I, V.D.

C. Recommendations

Recommendation #1:	**Focus efforts on facilitating the establishment of the legal and formalised institutional frameworks necessary for advancing on the MRV system.** Suggested actions: - Engage in awareness raising and advocacy at the political level. - Finalise and sign the memoranda of understanding drafted under the project. - Advocate for the inclusion of funding for MRV in budgeting process for government institutions. - Identify and support the development of legislation necessary for operationalising/implementing the Climate Change Bill vis-à-vis climate transparency and MRV. - Support the establishment of an institutionalised function at the Climate Transparency Unit/MTEA for continuous capacity development for current and new government staff among government data collectors.
Challenge/problem to be addressed by the recommendation:	Until the Climate Change Bill has been adopted and institutional arrangements have been formalised, there is little scope for strengthening the inter-agency coordination of climate transparency, operationalising the online MVR platform, ensuring that the methodologies and tools provided by the project are consistently being used, and moving forward towards achieving the intended project outcome. Further technical capacity development is unlikely to yield significant results until the legal and institutional framework is in place. Moreover, in a context with high staff turnover, maintaining the capacities developed under the project will be difficult without institutionalised arrangements for transfer of skills.
Cross-reference(s) to relevant paragraphs	Sections IV.D, IV.H, IV.I, V.A
Priority Level:	Opportunity for improvement
Type of Recommendation	Project/Partner
Responsibility:	UNEP, MTEA
Proposed implementation timeframe:	2026 – promote in the dialogue with MTEA, address in the design of a CBIT project phase 2

Recommendation #2:	**Operationalise the online MRV platform, methodologies and tools introduced by the project.** Suggested actions: - Engage with relevant ministries and institutions to map their current use of the platform, methodologies and tools and obtain feedback on how well they work and/or factors that limit their use. - Pilot/test the online platform, methodologies and tools with a selected ministry/institution that had demonstrated interest and willingness to engage – adjust/refine based on the experience.
Challenge/problem to be addressed by the recommendation:	In addition to the challenges related to the lack of a legal and formalised institutional framework, some stakeholder institutions have more readily engaged and applied the methodologies and tools introduced by the project, whereas others have not applied these. For example, some have expressed concern about uploading government data, which is often seen as classified, to a commercial server outside the country.

	Moreover, due to the implementation delays and completion of several deliverables shortly before project closure, there has been little time and opportunity to test and refine the methodologies and tools developed.
Cross-reference(s) to relevant paragraphs	Sections IV.D, IV.F, V.A
Priority Level:	Opportunity for improvement
Type of Recommendation	Project/Partner
Responsibility:	UNEP, MTEA
Proposed implementation timeframe:	2026 – promote in the dialogue with MTEA, address in the design of a CBIT project phase 2.

Recommendation #3:	**Include in a potential project phase 2 a six-month inception period and a mid-term reflection to allow for procurement planning and adjustment of the project to an evolving context.** Suggested actions: - During the inception phase: o Secure Government approval and staff appointment processes are completed. o Monitor and analyse the timeline and challenges (technical and political) vis-a-vis the finalisation of the legal framework and formalised institutional arrangements, which the project can help address. o Conduct a gap analysis and establish the project baseline. o Synchronise the project workplan with the preparation of reports (e.g. BTR, NC) to the PA/UNFCCC and identify opportunities for synergy and joint action. o Make any necessary adjustments to the project workplan. o Develop a procurement plan and initiate procurement. - Half-way through project implementation: o Analyse implementation progress towards achieving the intended outputs and outcomes and identify bottlenecks and gaps that the project should address. o Adjust the project design (outputs, outcomes, targets, work plan) to ensure continued relevance and effectiveness in an evolving context.
Challenge/problem to be addressed by the recommendation:	The project design was overambitious and not fully adapted to the contextual realities, including the implication of the lack of a legal and formalised institutional framework. Due to uncertainty regarding when framework will be approved and the final contents, project planning is challenging, requiring flexibility and adaptability to the evolving context. Moreover, Government recruitment and procurement processes are inevitably slow, creating a risk of delay.
Cross-reference(s) to relevant paragraphs	IV.B, IV.D, IV.F, V.A
Priority Level:	Opportunity for improvement
Type of Recommendation	Project
Responsibility:	UNEP, MTEA

Proposed implementation timeframe:	2026 – address in the design of a CBIT project phase 2.

Recommendation #4:	**Include in a potential phase 2 activities that address climate change from a human rights and inclusion perspective.** Suggested actions: - Train data collectors on human rights and gender in relation to climate transparency and making data publicly available. - Explore the extent to which the MRV system can be based on mainly unclassified data, which can be made publicly available. - Explore options to make currently classified data publicly accessible, e.g. promoting and supporting the declassification of GHG inventory and other data. - Explore whether a public access component could be added to the online MRV platform. - Enhance the gender dimension of the GHG inventory and MRV system e.g. by including gender-focused activities and exploring options for gender-disaggregating GHG and MRV data collection and analysis.
Challenge/problem to be addressed by the recommendation:	The project did not apply a human rights-based approach, despite the clear linkage between climate transparency and the right to access to information. The online MRV platform does not have a public access function, due to a perception of the Government's data being sensitive information, as some data is classified. The project only to a limited extent addressed gender issues.
Cross-reference(s) to relevant paragraphs	III, IV.B, IV.I, V.A
Priority Level:	Opportunity for improvement
Type of Recommendation	Project
Responsibility:	UNEP, MTEA
Proposed implementation timeframe:	2026 –address in the design of a CBIT project phase 2.

Recommendation #5:	**In the potential next phase of the project, establish a "hybrid" PMU that combines in-house MTEA resources with external capacities.** Recommended actions: - Appoint one or two well-qualified in-house MTEA staff members to the PMU to work on day-to-day project management and implementation as part of their core responsibilities – as a tangible MTEA co-financing contribution. - Employ with GEF project resources 1-2 project personnel in the PMU. - Identify a capable regional or international organisation that can co-execute the next phase together with MET/MTEA, provide technical backstopping, and handle procurement.
Challenge/problem to be addressed by the recommendation:	When the project management budget was exhausted, MET appointed inhouse staff members to the PMU. On the one hand, the appointed staff required considerable support and capacity development to lead the project management and implementation, while also carrying out their normal tasks as MET staff, and MET faced bottlenecks vis-à-vis managing the project as evidenced by the delayed approval of project deliverables.

	On the other hand, this enabled MET/MTEA to assume full ownership and responsibility for the project, and MET/MTEA could fully retain the institutional memory of the project, e.g. vis-à-vis driving the MRV process forward. Hence, while there were efficiency disadvantages of relying on in-house staff, this was conducive for post-project sustainability. Cumbersome Government procurement processes were a major impediment to project delivery causing significant delay. Sharing the executing role with UNEP-CCC proved an effective means to overcome this challenge, and the project also benefitted considerably from the technical expertise of UNEP-CCC. However, current GEF rules no longer allow for internal execution by UNEP.
Cross-reference(s) to relevant paragraphs	Sections IV.H, IV.I, V.A
Priority Level:	Opportunity for improvement
Type of Recommendation	Project/Partner
Responsibility:	UNEP, MTEA
Proposed implementation timeframe:	2026 – address in the design of a CBIT project phase 2

ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS

Page Ref	Stakeholder comment	Reviewer Response
5	Kindly provide a table on the Expenditure on the grant as well, not only co-financing.	The current TR template only contains the co-financing table, whereas the table on grant spending that was included in earlier versions of the template has been removed.
11	In the Inception Report, this was reconstructed as this" 7. Mechanism for continuous MRV capacity development established". However, in this TR, this output is completed excluded both here in the table and in the TOC diagram which should not be the case. This output does not appear in the table on Effectiveness results of the output which should not be the case. Capacity Building in the reconstructed text should be retained. To exclude it as you have in the TOC and the table on Effectiveness excludes all the Capacity Building that was conducted both by MTEA and UNEP-CCC which is not permitted. Kindly revise this to include this Output.	During the data collection, it became evident that the proposed reconstruction was not really the intention of the project. Hence, it was taken out. Moreover, as also described in the inception report, output 7 essentially contained trainings that contributed to the achievement other outputs. Hence, output 7 was a superfluous duplication. This is now described more clearly. The capacity building has been assessed under the other outputs.
11	In the Inception Report, this output was reconstructed as "Decision-makers are aware of how to use climate information in national policymaking". Why is excluded in the main report?	During the evaluation, it became clear thar decision-maker awareness raising was not really pursued by the project. Hence, it was taken out.
20	This is the most critical section of the report that provides information on the results of the project against the design. However, in some parts of the section, the information provided does not allow the reader to fully understand what was achieved in the project. There is no clear demonstration of what deliverables were met against each output as per the design. Please refer to our detailed comments below, on the parts that would need to be further elaborated".	Additional information has been added. However, it is excessive for the TR to provide information on all 32 deliverables. This information is provided in the PIRS and HYPRs. The TR focuses on the results (outputs, outcomes and impact) rather than activities, which is common practice. The detailed tracking of each deliverable/activity is a monitoring task and a progress reporting task.
21	This was the updated output. It is important to also indicate in the text box why the previous output was cancelled i.e. why the National Climate Change Strategy and Action Plan (NCCSAP) was cancelled for the record	As per standard (and UNEP) review/evaluation practice, this table is based on the reconstructed ToC. Moreover, effectiveness concerns the achievement of the intended results, and thus takes departure in the most recent (approved) version of the results framework. The cancellation/change of the previous output and the underlying reasons are already described in section III.

Page Ref	Stakeholder comment	Reviewer Response
21	Please indicate the nature of this consultation, what groups participated, how many consultations were conducted, in which provinces they were conducted, was it the whole Bill consultations that were conducted or parts of it, which parts?, how the consultations have contributed to the drafting of Climate Change bill. In addition, if the bill is drafted, where is it at the time of writing this report, is it under going reviews, by whom? and what are the expected next steps it would be going through	More detail added. As already described, the stakeholder consultation process was not completed at the time of project completion (as well as at the time of the TR mission). Since the consultation process was/is still ongoing it is too early to assess the contribution to the bill. Such a contribution would also be very difficult to quantify.
21	This contradicts the section on Intermediate States which indicates the “MRV system is not yet fully developed”	The online platform is only a part of the MRV system, not the entire system, which also contains formalised institutional arrangements etc. There is thus no contradiction.
22	It is unclear what was actually developed from this paragraph. It very generic and does not detail the actual results at project end against what was expected in the CEO Endorsement. In earlier section you mentioned ICAT prepared tools for some sectors however there is no mention here. Please breakdown each one as follows: Tools: What tools were developed, specify, are they online tools, excel tools etc. For what sectors, current status/uptake. Templates: As above Guidelines; What guidelines were developed, dissemination, uptake etc.	The text has been adjusted. However, it is beyond the scope and available space of the TR to list each tool delivered – what is important from a review perspective is whether useful tools were elaborated and put into use. The sectors are already mentioned. It is also already mentioned that the tools/templates have so far not been used (status/uptake). ICAT tools cannot be attributed to the CBIT project, hence they are not mentioned here. They are, however, mentioned in the context of achieving synergies with other interventions (under relevance)
22	This is unclear on the actual deliverables. Kindly separate and provide the actual results on each one, what the project achieved with regards to data sources separately and NDC monitoring mechanism separately.	This simply concerns that they mapped the data sources and monitoring mechanisms already available, as already described – there is thus nothing else to add. It is beyond the scope of the TR to list what sources and mechanisms the mapping found.
22	It is not clear what metrics/indicators were actually developed and for which sectors and status. Are they for mitigation or adaptation? Were there methodologies developed with regards to these indicators?	Info added. The methodologies are already mentioned under output 5, but it is beyond the scope of the TR to describe each methodology.
22	As per earlier comment on TOC, include this output and provide and the results with regards to capacity building facilitated by MTEA and UNEP-CCC. This output on capacity building cannot be excluded as demonstrates the capacity enhancement of the stakeholders undertaken through the project. In addition, none of the outputs above talk about any capacity building.	See earlier responses re. output 7 and why it was taken out. The capacity building has been assessed under the other outputs in table 14.

Page Ref	Stakeholder comment	Reviewer Response
22	This paragraph is okay to summarise Capacity Building under the project. However this cannot replace output 7. Details on the Capacity Building conducted within the project should be provided in detail.	See earlier responses re. output 7 and why it was taken out. The capacity building has been assessed under the other outputs in table 14.
24	The TR should be able to provide information on how many persons from the different sectors the project was working with, which sectors they are representing and where the data is currently been stored as the transition to the MRV had not occurred. As you met different sectoral focal points during the field visit and had interviews with PMU, it should be possible to provide more detail to this indicator.	Text adjusted. However, much of the requested info goes beyond the indicator and has thus not been added.
24	There is no evidence of this in earlier sections of the report as Output 7 was missed out and should be included as per earlier comments.	Enhanced capacities are already covered under the assessment of the other outputs – i.e. output 1, 2, and 4.
24	Addressing the comment in earlier Effectiveness section on the tools, templates, guidelines will support this statement.	See earlier responses related to the comments on effectiveness/outputs.
25	This contradicts the status on Effectiveness that indicates the MRV was full established by international consultants.	The online platform is established, but not yet in use. The MRV system is more than the platform, it also includes instructional arrangements/processes and allocation of roles and responsibilities. Hence, there is no contradiction.
25	As per the TOC the Platform is not the only contributor to this. Please review the assessment	Text amended. However, the assessment was not only based on the platform – and it already described that information was not collected on a continuous basis.
26	To fully attribute this assessment to the MRV system misses out on the other components that contribute to this.	The MRV system is not only the online platform (see earlier comment) – it includes institutional arrangements etc., but even the platform is not used as already described.
29	The collaboration or contributions by these was not demonstrated in the section of the outputs delivered so the link is not clear. Okay to retain this but the contributions should be provided in the earlier section.	The synergies with ICAT and PATPA belong – and are already covered – under relevance/complementarity and efficiency, not under effectiveness/outputs which specifically concern the results of the project under review. This is fully in line with OECD-DAC definitions and standard evaluation practice.
31	As per earlier comments, the details on the results of the project need to be provided to make linkages to this statement	See responses to earlier comments
36	This buy-in has not been demonstrated in previous paragraphs.	The buy-in is already described in the section on the nature of the external context.
36	As earlier comments, no evidence of these synergies or contributions to the project demonstrated	These synergies are already described in the relevance and efficiency sections.
37	No mention of MoU's in earlier section. Should be reflected in Effectiveness section.	The MoUs are already mentioned in the effectiveness section in table 14 under output 1.
37	Kindly clarify, external support in what context?	Text adjusted. Already described in more detail in the sustainability section.

Page Ref	Stakeholder comment	Reviewer Response
41	To update the summary of this section after main section of Effectiveness is updated	The summary remains valid.
46	All 6 of your recommendations are categorized as “opportunity for improvement”, which corresponds to the lowest priority level. Ideally, we should identify at least 1 recommendation as “Critical” (high priority level) and 1 recommendation as “Important” (medium level), to allow MTEA to know what they should focus on in the short term to ensure sustainability of project results. Start with the most critical, and finish with the lowest priority recommendations.	In principle, the reviewer agrees with this comment. However, the UNEP TR guidelines have the following definitions of priority levels: a) Critical Recommendations (High level) • Address significant and/or widespread deficiencies in governance, risk management, or internal control processes. • Reduce the likelihood of compromising relevant project management/implementation principles or policies. b) Important Recommendations (Medium level) • Address moderate and/or isolated deficiencies or weaknesses in governance, risk management, or internal control processes. • Reduce the likelihood of weakening relevant project management/implementation principles or policies. c) 'Opportunity for improvement' Recommendations (Low level) • Address ‘less than optimal’ practices in governance, risk management, or internal control processes. • Reduce the likelihood of best practices being overlooked. Since the governance, risk management, internal control, project management/implementation principles and policies were followed well by the project, all recommendations were related to improving results delivery and sustainability “opportunities for improvement”. This does not mean that all recommendations have the same level of importance or all of them are low priority recommendations in the view of the reviewer. But the priority-setting criterion definitions in the evaluation guidelines, makes it difficult to label the recommendations as “critical” or “important”.
46	As per our guidelines, the TR report should ideally provide no more than 5 recommendations. We recommend you narrow these down to 5 based on the prioritization exercise described above.	The recommendation on addressing adaption in the MRV system has been taken out – the number of recommendations is now five.
46	The actions associated with the recommendations should have an implementation timeframe of within 0 to 12 months after the TR report is finalized. As of now, th timeframes suggested are too vague and associated with the development implementation of a potential CBIT 2 project, which is not something confirmed yet. Please make sure to provide cleared timeframes, i.e. 0 to 3 months, 3 to 6 months, or 6 to 12 months after the TR report. Please also dissociate these from the potential CBIT 2	Shorter time frames have been introduced, focusing on the design of CBIT Phase II to remain within the 12-months’ timeframe. As described in the evaluation findings, the achievement of the intended CBIT project outcomes hinges on the access to future support (as well as on the adoption of a legal framework); the country is unlikely to achieve this on its own. In UNEP’s case, there is little possibility for providing such support until CBIT 2 commences. Hence, the recommendations mainly focus on CBIT 2 albeit also directed to MTEA.

Page Ref	Stakeholder comment	Reviewer Response
	project, unless the recommendation are very specific to elements associated with a CBIT 2 project.	
46	What MoU are you referring to. No background of this in the results section	These draft MoUs are already reflected in Table 14 (availability of outputs) in relation to output 1, and in the conclusions (weaknesses)
46	All of these actions seem of medium or high priority, to be for action by MTEA in the next 6 months, to sustain the outcomes of the CBIT 1 project. This seems completely independent from a potential CBIT 2 project, which may only begin in implementation 2028. See comments further below.	See earlier response regarding priority definitions provided in the UNEP review guidelines.
47	Isn't this higher priority than "opportunity for improvement"? Please refer to the UNEP quality guidance note of TR recommendations.	See earlier response regarding priority definitions provided in the UNEP review guidelines.
47	This doesn't seem to be a project level recommendation. Rather partner level, for MTEA.	In principle, yes. However, in practice, they would likely need help due to the institutional constraints faced. Hence, a mixed project/partner recommendation for both MTEA and UNEP.
47	The responsibility of the recommendation described above is under MTEA - not UNEP.	
47	A CBIT 2 project will likely not start implementation before year 2028. TR recommendations are supposed to be focused on actions "implementable" within 0 to 12 months after the Terminal Review. In addition, the recommended actions you describe above seem to be independent from a potential CBIT phase 2 project. We understand these would need to be implemented by MTEA regardless of a potential CBIT 2 project, probably within the next 6 months to 9 months.	Delay in possible start of CBIT 2 noted, timelines adjusted accordingly, where feasible. See earlier comment re. the need for support - hence suggestion to address this and other critical bottlenecks.
47	This reads like a high / critical priority action. Please see comments further below.	See earlier comment re. priority definitions in UNEP's review guidelines.
47	This reads like a high priority recommendation. It cannot wait until a potential CBIT 2 project begins (likely not before 2028).	See earlier comment re. priority definitions in UNEP's review guidelines. Dialogue with MTEA added, which can be held prior to phase 2.
47	This doesn't seem to be a project level recommendation. Rather partner level, for MTEA.	In principle, yes. However, in practice, they would likely need help due to the institutional constraints faced. Hence, a mixed project/partner recommendation for both MTEA and UNEP.
47	The responsibility of the recommendation described above is under MTEA - not UNEP.	
47	Same comment as earlier. A CBIT 2 project will likely not start implementation before year 2028. TR recommendations are supposed to be focused on actions "implementable" within 0 to 12 months after the Terminal Review.	Timeline adjusted. Added that it should also be promoted in the dialogue with MTEA. Hinges on approval of Bill.

Page Ref	Stakeholder comment	Reviewer Response
	In addition, the recommended actions you describe above seem to be independent from a potential CBIT phase 2 project. We understand these would need to be implemented by MTEA as early as possible (i.e. within the next 3 to 6 months max months). The operationalization of the MRV platform, tools and methodologies developed under CBIT 1 cannot wait until a potential CBIT 2 begins.	
47	This type of recommendations goes far beyond the 12-month timeframe expected from recommendations of a TR report. Since it exceeds 12 months, convert it to a lesson learned, as per our EOU guidance on TR recommendations	As this can be address in the design of the next phase, this can be addressed in 12 months. Timeline adjusted.
48	Implementation Plan, what are you referring to exactly? Workplan? It might be better to propose to "review the workplan against BTR etc" and identify opportunities for….	Yes, now referred to as work plan. However, the workplan should be developed to synchronise with PA/UNFCCC reporting, so "review" is insufficient.
48	A mid-term review would likely happen much after this period. 2028-2029	Indeed – but can be included in the design, hence addressable in 2026. Timeline adjusted. Does not have to be an MTR, an internal reflection exercise could also do it.
48	Indicating the need for public availability without providing the justification for such access does not make this recommendation viable keeping in mind the sovereignty of government decisions on data access	The related possible action has been adjusted. This is a recommendation for both UNEP and MTEA. the UNEP review methodology requires that the lessons/conclusions reflect human rights. Justification is already provided – and the issues related to access are already discussed in the findings section.
49	I am not sure that this is accurate. UNEP-CCC has a special "set-up", which needs to be taken into consideration.	Text adjusted to clearly indicate the uncertainty.

ANNEX II. REVIEW FRAMEWORK

#	Review questions	Methods	Sources of information
	A. Strategic questions		
1.	MTEA experienced significant procurement challenges with establishing the Project management unit, entering into an agreement with UNEP-CCC (formerly known as UNEP-DTU Partnership) and procurement during execution. As there is a likelihood of a CBIT Phase II project, how can the MTEA address/mitigate these challenges to efficiently kick-off the project at the start of implementation?	• Document review • Interviews	• PIRs • PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant • PSC members • MTEA staff
2.	The Transparency coordination platform was developed as a coordination mechanism for Eswatini's transparency work with linkages to the Monitoring, Reporting and Verification (MRV) Platform for use by the MTEA and other data providing institutions. What are the levels of synergy in the linkage of the two platforms and uptake of the platforms by the stakeholders?	• Document review • Interviews	• PIRs • PSC meeting minutes • Online MRV system • PMU staff • UNEP-CCC staff • PSC members • MTEA staff • Staff of other ministries and agencies • Technical experts • Training participants • Private sector
3.	Focal institutions that are responsible for the upload of data across the different sectors to the MRV and TCP systems were identified. An incentive proposal was prepared by the MTEA to encourage the different institutions to consistently upload their sector related data. What are the foreseeable challenges the MTEA is likely to experience with regards to the provision of the required data by the various institutions and how can these be mitigated at an institutional level?	• Document review • Interviews	• PIRs • PSC meeting minutes • Online MRV system • PMU staff • UNEP-CCC staff • PSC members • MTEA staff • Staff of other ministries and agencies • Technical experts • Training participants • Private sector
4.	The institutionalization of the Climate Transparency Unit (CTU) which is expected to manage Transparency matters in the MTEA is hinged on the enactment of the Climate Change Bill. What is the best approach of establishing the CTU within the MTEA to ensure complementarity of the responsibilities of the employees in the MTEA who are already handling transparency work?	• Document review • Interviews	• PIRs • PSC meeting minutes • PMU staff • UNEP-CCC staff • MTEA staff • Technical experts
5.	What changes were made to adapt to the effects of COVID-19 and to what extend did these changes enable continued implementation during the pandemic?	• Document review • Interviews	• PIRs • PSC meeting minutes • PMU staff • UNEP-CCC staff • PSC members • MTEA staff

#	Review questions	Methods	Sources of information
			• Technical experts
A. Strategic relevance			
Alignment to the UNEP's Medium-Term Strategy (MTS), Programme of Work (POW) and strategic priorities			
6.	Is the project responding to UNEP's MTS, PoW, the Bali Strategic Plan for Technology Support and Capacity Building (BSP), and South-South Cooperation (S-SC)?	• Document review	• CEO Endorsement Request • UNEP MTS, PoW, BSP, South-South Cooperation
Alignment to donor/partner strategic priorities			
7.	Is the project responding to GEF-6 strategies and priorities vis-à-vis climate transparency?	• Document review	• CEO Endorsement Request • GEF-6 Climate Change Programme
Relevance to global, regional, sub-regional and national environmental priorities			
8.	Is the project responding to needs and priorities of Eswatini vis-à-vis reporting to UNFCCC, MRV, and climate transparency?	• Document review • Interviews	• CEO Endorsement Request • PIRs • PSC meeting minutes • NC, BUR • NDC • PMU staff • PSC members • MTEA staff • Staff of other ministries and agencies • Technical experts • Training participants • Civil society • Private sector • Academia
Complementarity with Relevant Existing Interventions/Coherence			
9.	Was the project coherent with, and complementary to, other interventions supporting climate transparency and MRV, such as GEF-funded enabling activities in Eswatini and CBIT GSP?	• Document review • Interviews	• PIRs • PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant • MTEA staff
B. Quality & Revision of Project design			
10.	Was the project design conducive for implementation and monitoring of the project?	• Assessment of ToC, results framework, indicators, risk matrix	• CEO Endorsement Request
C. Nature of external context			
11.	Was the overall political context in Eswatini stable and conducive for project implementation?	• Document review • Interviews	• PIRs and HYPRs • PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant • PSC members
12.	Did major events (such as COVID-19, inflation, natural disasters) have any major implications for the implementation of the project?	• Document review • Interviews	• PIRs and HYPRs • PSC meeting minutes • PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme

#	Review questions	Methods	Sources of information
			Assistant • PSC members
C. Effectiveness			
Availability of outputs			
13.	Was an MRV coordination framework established? (output 1)	• Document review • Interviews	• PIRs and HYPRs • PSC meeting minutes • Project deliverables (e.g. publications, training modules) • PMU staff • UNEP-CCC staff • PSC members • MTEA staff • Staff of other ministries and agencies • Technical experts
14.	Was a climate transparency unit established and institutionalized? (output 2)	• Document review • Interviews	• PIRs and HYPRs • PSC meeting minutes • Project deliverables (e.g. publications, training modules) • PMU staff • UNEP-CCC staff • PSC members • MTEA staff • Staff of other ministries and agencies • Technical experts
15.	Are approved annual workplan(s) for the Climate Transparency Unit in place? (indicator 1.3, output 2)	• Comparison of status vs. target • Document review • Interviews	• Climate Transparency Unit workplan(s) • PIRs and HYPRs • PSC meeting minutes • Project deliverables (e.g. publications, training modules) • PMU staff • UNEP-CCC staff • PSC members • MTEA staff
16.	Was the NCCSAP updated and does it ensure that NDC implementation is mainstreamed? (output 3)	• NCCSAP inspection • Document review • Interviews	• NCCSAP • PIRs and HYPRs • PSC meeting minutes • Project deliverables (e.g. publications, training modules) • NC, BUR • NDC • PMU staff • UNEP-CCC staff • PSC members • MTEA staff • Staff of other ministries and agencies • Technical experts • Training participants • Civil society • Private sector • Academia
17.	Was an online MRV platform	• Accessing	• Website statistics

#	Review questions	Methods	Sources of information
	established and is it operational and in use? (output 4)	online MRV platform • Document review • Interviews	• Online MRV system • PIRs and HYPRs • Project deliverables (e.g. publications, training modules) • PMU staff • UNEP-CCC staff • PSC members • MTEA staff • Staff of other ministries and agencies • Technical experts • Training participants • Civil society • Private sector • Academia
18.	Is the public online MRV platform being accessed? (indicator 1.1, output 4)	• Comparison of status vs. target • Data on number of visits to online platform • Document review • Interviews	• Website statistics • Online MRV system • PIRs and HYPRs • Project deliverables (e.g. publications, training modules) • PMU staff • UNEP-CCC staff • PSC members • MTEA staff • Staff of other ministries and agencies • Technical experts • Training participants • Civil society • Private sector • Academia
19.	Have tools and guidelines for MRV been put in place and are they used? (output 5)	• Document review • Interviews	• PIRs and HYPRs • Project deliverables (e.g. publications, training modules) • PMU staff • UNEP-CCC staff • PSC members • MTEA staff • Staff of other ministries and agencies • Technical experts • Training participants • Civil society • Private sector • Academia
20.	Have country-specific metrics, indicators and methodologies for tracking NDC climate actions been put in place and are they used? (output 6)	• Document review • Interviews	• PIRs and HYPRs • Project deliverables (e.g. publications, training modules) • PMU staff • UNEP-CCC staff • PSC members • MTEA staff • Staff of other ministries and agencies • Technical experts

#	Review questions	Methods	Sources of information
			• Training participants • Civil society • Private sector • Academia
21.	Were any unplanned significant outputs delivered, and if so, what were they?	• Document review • Interviews	• PIRs and HYPRs • Project deliverables (e.g. publications, training modules) • PMU staff • UNEP-CCC staff • PSC members • MTEA staff • Staff of other ministries and agencies • Technical experts
		Achievement of outcome	
22.	Has an institutional framework, which has strengthened NDC planning and improved monitoring and reporting on NDC progress, been put in place? (outcome)	• Document review • Interviews	• PIRs and HYPRs • Project deliverables (e.g. publications, training modules) • PMU staff • UNEP-CCC staff • PSC members • MTEA staff • Staff of other ministries and agencies • Technical experts
23.	Are sectoral NCD focal points providing data to the MRV systems? (indicator 1.2)	• Comparison of status vs. target • Accessing online MRV platform • Document review • Interviews	• Online MRV system • PIRs and HYPRs • PMU staff • UNEP-CCC staff • PSC members • MTEA staff • Staff of other ministries and agencies • Technical experts
		Likelihood of impact	
24.	To what extent has the MVR system ensured that Eswatini's national decision-making process has access to climate action information? (intermediate state 1)	• Document review • Interviews	• PIRs • PMU staff • UNEP-CCC staff • PSC members • MTEA staff • Staff of other ministries and agencies • Technical experts
25.	To what extent does Eswatini meet the requirements of the ETF and to what extent has the project contributed to this? (intermediate state 2)	• Document review • Interviews	• PIRs • PMU staff • UNEP-CCC staff • PSC members • MTEA staff • Technical experts
26.	To what extent are Swazi decision-makers using the national MRV system to inform national decision-making? (intermediate state A)	• Document review • Interviews	• PIRs • PMU staff • UNEP-CCC staff • PSC members • MTEA staff

#	Review questions	Methods	Sources of information
			• Staff of other ministries and agencies • Technical experts
27.	How many sectoral development plans have integrated NDC implementation targets and to what extent has the project contributed to this? (outcome indicator, intermediate state A)	• Comparison of status vs. target • Document review • Interviews	• PIRs • PMU staff • UNEP-CCC staff • PSC members • MTEA staff • Staff of other ministries and agencies • Technical experts
28.	Has Eswatini set more ambitious NDC targets and to what extent has the project contributed to this? (intermediate state B)	• Comparison of status vs. target • Document review • Interviews	• NC, BUR • NDC • PIRs • PMU staff • UNEP-CCC staff • PSC members • MTEA staff • Staff of other ministries and agencies • Technical experts • Civil society • Academia
29.	Has Eswatini made progress in the achievement of its NDC targets and can such changes in any way be linked to MRV and climate transparency improvements? (impact)	• Document review • Interviews	• NC, BUR • NDC • PIRs • PMU staff • UNEP-CCC staff • PSC members • MTEA staff • Staff of other ministries and agencies • Technical experts • Civil society • Academia
30.	Is there any evidence of unintended negative effects of the project and if so, what where they?	• Document review • Interviews	• NC, BUR • NDC • PIRs • PMU staff • UNEP-CCC staff • PSC members • MTEA staff • Staff of other ministries and agencies • Technical experts • Civil society • Academia
31.	To what extent did the project reach its GEF-6 Core Indicator targets?	• Document review	• GEF Core Indicators • GEF tracking tool • PIRs
D. Financial management			
32.	To what extent was project spending aligned with the original budget?	• Comparison of actual spending vs. budget • Document review	• CEO Endorsement Request • Audit reports • Financial reports and Umoja extract

#	Review questions	Methods	Sources of information
33.	Were fund allocations and reallocations clearly justified/explained?	• Document review	• CEO Endorsement Request • Project amendments • PIRs
34.	Were financial resources were made available in a timely manner that did not cause implementation delays or implementation gaps?	• Document review • Interviews	• PIRs • Funds transfer admittance advice • Cash advance requests • UNEP Task Manager and Programme Assistant • UNEP FMO • PMU staff • UNEP-CCC staff
35.	To what extent did the project adhere to UNEP's financial policies?	• Document review • Interviews	• Audit reports • UNEP FMO • Project finance managers
36.	To what extent was the financial information provided by the project complete?	• Document review • Interviews	• Audit reports • Financial reports and Umoja extract • UNEP FMO • Project finance managers
37.	How well did the communication flow between financial and project management staff?	• Document review • Interviews	• Financial reports and Umoja extract • UNEP Task Manager and Programme Assistant • UNEP FMO • PMU staff • Project finance managers
38.	Did the co-financing materialise as expected at project approval?	• Document review • Interviews	• CEO Endorsement Request • Co-finance confirmation letters • PIRs and HYPRs • PSC meeting minutes • Financial reports and Umoja extract • PMU staff • UNEP-CCC staff • MTEA staff
	E. Efficiency		
39.	Was the project implemented in a timely manner?	• Document review • Interviews	• PIRs and HYPRs • PSC meeting minutes • PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant • PMU finance manager • UNEP FMO • PSC members • MTEA staff • Staff of other ministries and agencies • Technical experts
40.	Was the project implemented in a cost-effective manner?	• Comparison of actual vs. planned costs of outcome and outputs	• CEO Endorsement Request • PIRs and HYPRs • PSC meeting minutes • Financial reports and Umoja extract • Budgets • Budget amendments

#	Review questions	Methods	Sources of information
		• Comparison of numbers of activities and deliverables implemented vs. project design	• PMU staff • Project finance managers • UNEP Task Manager and Programme Assistant • UNEP FMO
41.	Did the no-cost extensions have any implications for the funds available for project activities and outputs?	• Document review • Interviews	• CEO Endorsement Request • PIRs and HYPRs • PSC meeting minutes • Financial reports and Umoja extract • Budgets • Budget amendments • PMU staff • Project finance managers • UNEP Task Manager and Programme Assistant • UNEP FMO
42.	Did the project achieve economy of scale, costs-savings or increase the level of activity and output through partnerships (e.g. joint activities and division of labour) and use of existing information and processes?	• Document review • Interviews	• PIRs and HYPRs • PMU staff • UNEP-CCC staff
	F. Monitoring and reporting		
	Monitoring Design and budgeting		
43.	Did the project design include a monitoring plan which was sufficiently budgeted?	• Document review	• CEO Endorsement Request
44.	Were the project indicators SMART and gender disaggregated?	• Document review	• CEO Endorsement Request
45.	Were the indicators appropriate and adequate for measuring progress on project results?	• Document review	• CEO Endorsement Request
46.	Were baselines and targets available for the indicators?	• Document review	• CEO Endorsement Request
47.	Were appropriate data collection methods specified for the indicators?	• Document review	• CEO Endorsement Request
	Monitoring of project implementation		
48.	Was monitoring data, incl. on the outcome indicators, collected regularly and systematically?	• Document review • Interviews	• PIRs and HYPRs • PMU staff • UNEP-CCC staff
49.	Was the monitoring date collected complete and reliable?	• Document review • Interviews	• PIRs and HYPRs • PMU staff • UNEP-CCC staff
50.	Did the monitoring data provide adequate information on progress towards the intended results?	• Document review • Interviews	• PIRs and HYPRs • PMU staff • UNEP-CCC staff
51.	Was the monitoring data disaggregated by gender, when appropriate?	• Document review	• PIRs and HYPRs
52.	Were the funds budgeted for monitoring spent on monitoring?	• Document	• CEO Endorsement Request

#	Review questions	Methods	Sources of information
		review • Interviews	• Financial reports and Umoja extract
53.	Were risks systematically monitored, and was the risk matrix updated?	• Document review	• PIRs and HYPRs
54.	Was project monitoring used to inform project management and decision-making (adaptive management)?	• Document review	• PIRs and HYPRs • PSC meeting minutes • PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant • PSC members
55.	Is the monitoring system sufficiently capturing implementation progress and results?	• Document review • Interviews	• PIRs and HYPRs • PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant
	Project reporting		
56.	Was project reporting conducted regularly and in a timely manner?	• Document review • Interviews	• PIRs and HYPRs • PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant
57.	Did project reporting adhere to GEF and UNEP reporting requirements?	• Document review • Interviews	• PIRs and HYPRs • UNEP Task Manager and Programme Assistant
58.	Did project reporting provide adequate and accurate information to provide a realistic picture of project progress?	• Document review • Comparison of reported progress with terminal review findings on project progress	• PIRs and HYPRs • PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant • PSC members • MTEA staff • Staff of other ministries and agencies • Technical experts • Training participants • Civil society • Private sector • Academia
	G. Sustainability		
	Socio-political sustainability		
59.	Is there sufficient institutional and political ownership of the MRV system/ETF at all levels?	• Document review • Interviews	• PIRs • PSC meeting minutes • PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant • PSC members • MTEA staff • Staff of other ministries and agencies • Technical experts • Training participants

#	Review questions	Methods	Sources of information
			• Civil society • Private sector • Academia
60.	Is there sufficient institutional and political commitment to climate transparency at all levels?	• Document review • Interviews	• PIRs • PSC meeting minutes • PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant • PSC members • MTEA staff • Staff of other ministries and agencies • Technical experts • Training participants • Civil society • Private sector • Academia
Financial sustainability			
61.	Is it likely that funding will be mobilised from the GEF and/or other donors for a CBIT project phase 2?	• Interviews	• PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant • MTEA staff
62.	Is there evidence of political will to invest domestic resources in the MRV system/ETF?	• Document review • Interviews	• PIRs • PSC meeting minutes • PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant • MTEA staff • Staff of other ministries and agencies
63.	Have financial resources been allocated to the MRV system/ETF?	• Document review • Interviews	• PIRs • PSC meeting minutes • PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant • MTEA staff
Institutional sustainability			
64.	Have MTEA and other key institutions internalised the project approaches and results in their work?	• Document review • Interviews	• PIRs • PSC meeting minutes • PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant • PSC members • MTEA staff • Staff of other ministries and agencies • Technical experts
65.	Are the key institutions likely to sustain the technical capacities imparted by the project at the staff and organisational levels?	• Document review • Interviews	• PIRs • PMU staff • UNEP-CCC staff • PSC members • MTEA staff

#	Review questions	Methods	Sources of information
			• Staff of other ministries and agencies • Technical experts
66.	Are the policy and institutional frameworks (incl. mandates and work plans) in Eswatini conducive to post-project continuation and strengthening of the MRV system/ETF?	• Document review • Interviews	• PIRs • PMU staff • UNEP-CCC staff • PSC members • MTEA staff • Staff of other ministries and agencies • Technical experts • Civil society • Academia
67.	Did the project implement a clear sustainability strategy?	• Document review • Interviews	• PIRs • PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant
	H. Factors and processes affecting project performance and cross-cutting issues		
	Preparedness and readiness		
68.	Were contextual changes emerging between project design and project start adequately addressed during the inception phase?	• Document review • Interviews	• Inception meeting minutes • PIRs • PSC meeting minutes • PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant • MTEA staff • Technical experts
69.	Were project design shortcomings identified and addressed during the inception phase?	• Document review • Interviews	• Inception meeting minutes • PIRs • PSC meeting minutes • MTEA staff • PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant • MTEA staff • Technical experts
70.	Were all key stakeholders mobilised during the inception phase?	• Document review • Interviews	• Inception meeting minutes • PIRs • PSC meeting minutes • PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant • PSC members • MTEA staff • Staff of other ministries and agencies • Technical experts
71.	Were PMU staff and key consultants mobilised in a timely manner?	• Document review • Interviews	• PIRs • PSC meeting minutes • PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant

#	Review questions	Methods	Sources of information
			• PSC members • MTEA staff
72.	Were office space and equipment required by the PMU made available in a timely manner?	• Document review • Interviews	• PIRs • PSC meeting minutes • PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant • PSC members • MTEA staff
73.	Did project implementation commence in a timely manner?	• Document review • Interviews	• PIRs • PSC meeting minutes • PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant • PSC members • MTEA staff
Quality of project management and supervision			
74.	Did the PSC provide clear strategic guidance to the project, help addressing institutional bottlenecks, and convene the support/engagement of senior officials?	• Document review • Interviews	• PSC meeting minutes • PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant • PSC members
75.	Did the PMU act sufficiently on directions given by the PSC?	• Document review • Interviews	• PIRs • PSC meeting minutes • PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant • PSC members
76.	Did the PMU have sufficient technical and managerial capacity available to facilitate project implementation?	• Document review • Interviews	• PSC meeting minutes • PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant • PSC members
77.	Was decision-making timely?	• Document review • Interviews	• PIRs • PSC meeting minutes • PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant • PSC members
78.	Was the communication, incl. guidance and supervision, between the implementing and executing agencies responsive?	• Interviews	• PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant
79.	Was adaptive action taken to respond to opportunities, address emerging challenges, and mitigate emerging risks?	• Document review • Interviews	• PIRs • PSC meeting minutes • PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme

#	Review questions	Methods	Sources of information
			Assistant • PSC members • MTEA staff • Staff of other ministries and agencies • Technical experts
	Stakeholder participation and cooperation		
80.	Were key stakeholders consulted/involved of in the project design process?	• Document review • Interviews	• CEO Endorsement Request • Project Identification Form • PSC meeting minutes • Inception workshop report • PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant • PSC members • MTEA staff • Staff of other ministries and agencies • Technical experts • Civil society • Private sector • Academia
81.	Were key stakeholders involved in project oversight (e.g. PSC participation)?	• Document review • Interviews	• PIRs • PSC meeting minutes • PMU staff • UNEP-CCC staff • PSC members • MTEA staff • Staff of other ministries and agencies • Technical experts • Civil society • Private sector • Academia
82.	Were stakeholders consulted in the development of approaches, tools, and training programmes?	• Document review • Interviews	• PIRs • PSC meeting minutes • PMU staff • UNEP-CCC staff • PSC members • MTEA staff • Staff of other ministries and agencies • Technical experts • Training participants • Civil society • Private sector • Academia
83.	Was the level of cooperation and dialogue with key stakeholders sufficient?	• Document review • Interviews	• PIRs • PMU staff • UNEP-CCC staff • PSC members • MTEA staff • Staff of other ministries and agencies • Civil society • Private sector • Academia

#	Review questions	Methods	Sources of information
84.	Did stakeholders outside government (civil society, the private sector, academia) participate in the project?	• Document review • Interviews	• PIRs • PSC meeting minutes • Workshop reports • PMU staff • PSC members • UNEP Task Manager and Programme Assistant • Training participants • Civil society • Private sector • Academia
	Responsiveness to human rights and gender equity		
85.	Was a gender analysis conducted in the project design process?	• Document review	• CEO Endorsement Request • Project Identification Form
86.	Were human rights and gender considerations in the context of UNFCCC reporting, MRV, and ETF addressed by project activities?	• Document review • Interviews	• CEO Endorsement Request • PIRs and HYPRs • Workshop reports • Project deliverables (e.g. publications, training modules) • PMU staff • UNEP-CCC staff • Technical experts • Civil society • Academia
87.	Were specific measures and approaches implemented to encourage the participation of women in project management/oversight and activities?	• Document review • Interviews	• CEO Endorsement Request • PIRs and HYPRs • Project deliverables (e.g. publications, training modules) • PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant • PSC members • Technical experts
88.	Were women engaged in the delivery of project activities, e.g. as experts, trainers, and workshop participants	• Document review • Interviews	• CEO Endorsement Request • PIRs and HYPRs • Workshop reports • Project deliverables (e.g. publications, training modules) • PMU staff • UNEP-CCC staff • Technical experts
89.	Were project indicators and monitoring data gender disaggregated, when appropriate?	• Document review	• PIRs and HYPRs • Workshop and training participant lists
	Environmental and social safeguards		
90.	Were UNEP environmental and social safeguards requirements adhered to vis-à-vis: a) reviewing risk ratings on a regular basis, b) monitoring project implementation for possible safeguard issues, c) responding (where relevant) to safeguard issues, and d) reporting on the implementation of safeguard management measures?	• Document review • Interviews	• CEO Endorsement Request • PIRs and HYPRs • PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant

#	Review questions	Methods	Sources of information
91.	Did project activities and products address environmental and social considerations in the NDC monitoring, financing, and target setting?	• Document review • Interviews	• CEO Endorsement Request • PIRs and HYPRs • Workshop reports • Project deliverables (e.g. publications, training modules) • PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant • Training participants • Technical experts
92.	Were steps taken to minimise or offset the project's environmental and carbon footprint (e.g. vis-à-vis air travel, energy use, waste)?	• Interviews	• PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant
	Country ownership and driven-ness		
93.	Were there sufficient high-level ownership and commitment among relevant institutions and actors to national MRV and ETF processes?	• Document review • Interviews	• PIRs and HYPRs • PSC meeting minutes • PMU staff • UNEP-CCC staff • PSC members • MTEA staff • Staff of other ministries and agencies • Civil society • Private sector • Academia
94.	Was there sufficient high-level ownership willingness across relevant institutions and actors to fund and allocate staff to the implementation of MRV and ETF processes?	• Document review • Interviews	• PIRs and HYPRs • PSC meeting minutes • PMU staff • UNEP-CCC staff • PSC members • MTEA staff • Staff of other ministries and agencies • Civil society • Academia
	Communication and public awareness		
95.	Did the project develop and implement a communication strategy targeting key audiences vis-à-vis a) decision-making supportive of MRV/ETF and b) collecting and reporting data in the MRV system?	• Document review	• CEO Endorsement Request • PIRs and HYPRs • Project deliverables (e.g. publications, training modules) • PMU staff • UNEP-CCC staff • PSC members • UNEP Task Manager and Programme Assistant
96.	Did the project engage in communication to the wider public on climate transparency, the MVR system and ETF?	• Document review	• CEO Endorsement Request • PIRs and HYPRs • Project deliverables (e.g. publications, training modules) • PMU staff • UNEP-CCC staff • PSC members • UNEP Task Manager and Programme Assistant • Civil society • Private sector

#	Review questions	Methods	Sources of information
97.	Did the communication products and activities of the project reach the intended audiences?	• Document review • Interview	• PIRs and HYPRs • PMU staff • UNEP-CCC staff • PSC members • MTEA staff • Staff of other ministries and agencies • Civil society • Private sector
98.	Did the project engage in sharing of experiences with peers in other countries, e.g. through CBIT-GSP?	• Document review • Interviews	• PIRs and HYPRs • PSC meeting minutes • PMU staff • UNEP-CCC staff • UNEP Task Manager and Programme Assistant • PSC members • MTEA staff • Staff of other ministries and agencies • Technical experts

ANNEX III. STAKEHOLDERS CONSULTED DURING THE REVIEW

People consulted during the Review

Organisation	Position	Role in the project	Gender
UNEP	Task Manager	Overall Implementation and financial oversight	Male
	Administrative Officer	Financial management oversight	Female
	Administrative Officer	Financial management oversight	Female
	Programme Assistant	Implementation oversight	Female
	Senior Programme Assistant	Implementation oversight	Female
Eswatini Meteorological Service (MET), (MTEA)	Director	Project Director, PMU	Female
	Agrometeorologist	Project Manager, PMU	Female
	Aeronautical IT Administrator	IT Expert, PMU	Male
Ministry of Tourism Environmental Affairs (MTEA)	Permanent Secretary, Climate Change National Focal Point, GEF National Focal Point	Strategic oversight	Female
	Forester, Forestry Dept.	Training participant	Male
	Assistant Economist, Planning Dept.	PSC member	Female
	Senior Forester, Forestry Dept.	PSC member	Male
	Chief Environmental Coordinator, Environment Dept.	PSC member	Female
Eswatini Environment Authority (EEA), MTEA	Eswatini Environment Fund Officer	PSC member	Male
		Training participant	Female
	Ozone Officer, National Ozone Unit	Training participant	Female
UNEP-CCC	Advisor – Climate Change	Project Manager (UNEP-CCC component), Climate Change Adaptation and Transparency Expert	Male
UNEP-CCC	Senior Advisor - Cities and Transport	Climate Change Transparency Expert, supported implementation of outputs 4 and 7	Male
Ministry of Finance (MoF)	Senior Fund Officer	PSC Chair	Female
Ministry of Natural Resources and Energy (MNRE)	Energy Officer	PSC Vice Chair	Male
		Training participant	Male
Ministry of Agriculture (MoA), Dept. of Land Use Planning and Development	Senior Land Use Planning Officer	PSC member	Male
	Land Development Officer	Training participant	Male
Ministry of Economic Planning and Development (MEPD), Aid Coordination Management Section	Economic Planning Officer	Focal point for development cooperation on climate change	Male
University of Eswatini (UNESWA)	Researcher	PSC member, consultant: agriculture	Male
	Researcher	National consultant: FOLU	Male
Aether Consulting	Consultant	International Consultant Team Leader (UNEP-CCC): climate change coordination and transparency	Male
	Consultant	National Consultant (UNEP-CCC): climate change coordination and transparency, IPPU, waste and energy GHG	Female

ANNEX IV. KEY DOCUMENTS CONSULTED

Project planning and reporting documents

- TR Terms of Reference. June 2025
- MTEA: Cofinancing confirmation letter. 12 December 2018
- UNEP: GEF-6 Request for Project Endorsement/Approval + annexes. 16 July 2019
- UNEP: Project Identification Form. 9 March 2018
- GEF: Letter: CEO endorsement of medium-sized Project. 1 August 2019
- Project revisions: Amendment, Project Revision Sheet, routing slips, work plan and budget revisions. 9 May 2022, 11 November 2022, 10 April 2024, 11 February 2025
- Project Implementation Reviews: 2021-2025
- Final Report, September 2025
- Project Preparation Grant:
  - Expenditure report. July 2019
  - CEO Approval Letter. 28 March 2018
  - Delegation Letter (to UNEP-DTU Partnership). 20 June 2018
- UNEP-MTEA Project Cooperation Agreement + appendixes. 23 December 2019
- Inception Workshop Report. 19 November 2020
- Kick-off Workshop:
  - Agenda
  - UNEP-DTU Partnership presentation
- PSC meeting minutes: 18 November 2019, 2 February 2023, 20 June 2024, 25 February 2025
- Final Report. October 2025
- Project Implementation Reviews: 2021-2025
- Half-Yearly Progress Report: 2020-2024
- GEF tracking tool, 2025
- Cash advances: Funds transfer remittance advices. 2017, 2025
- Co-finance reports: 2021-2025
- MTEA: Quarterly expenditure reports: 2020-2025
- UNEP-CCC: Quarterly expenditure reports: 2023-2025
- Work Plan (rev. 4), 23 December 2024

Project outputs – Overall

- Peer Exchange Workshop. 28 April to 1 May 2025:
  - Concept Note
  - List of participants

Project outputs work package 1:

- Deliverable 1: Validated final gap report
- Deliverable 2: Validated Inst. arrangement report
- Deliverable 3: Final Ministry MoU’s & Final MoU report
- Deliverable 4: Communication Plan for Climate Action

Project outputs work package 2:

- Deliverable 5: Implementation Plan for institutionalizing the Transparency Unit
- Deliverable 7: Report Review and Streamlining of Eswatini’s Greenhouse Gas (GHG) Inventory
- Deliverable 8: Annual Work Plan for the Transparency Unit and recommendations (combined report with D9)

- Deliverable 9: Annual Work Plan for the Transparency Unit and recommendations (combined report with D8)

Project outputs work package 3:
- Deliverable 1: Report Climate Change Bill Regional Consultations

Project outputs work package 4:
- Deliverable 16: Final NDC Registry platform scoping report (combined report with Deliverable 20)
- Deliverable 17: On NDC Registry Platform diagram; software design, development plan, specifications, user manual, maintenance manual, testing summary
- Deliverable 18: NDC Platform test cases and training
- Deliverable 19: NDC Registry platform

Project outputs work package 5:
- Deliverable 20: Final NDC Registry platform scoping report
- Deliverable 21: Review of tools for MRV system
- Deliverable 22: Data collection templates uploaded (July 2025 version)
- Deliverable 23: GHG Manual Draft

Project outputs work package 6:
- Deliverable 24: Existing Data Sources
- Deliverable 25: Final list of NDC Indicators uploaded – linked to indicators in NDC registry Platform and NDC Implementation Plan
- Deliverable 26: baseline data on the NDC Registry and cannot be uploaded to this folder

Project outputs work package 7:
- Deliverable 28: Workshop Presentations + Guidance note
- Deliverable 29: NDC Registry Report
- Deliverable 30: Workshop Presentations + Guidance note + Platform cases and training
- Deliverable 31: Workshop report CBIT-Eswatini Project, Decision-Makers Consultation Workshop on Climate Action

- Deliverable 32: Report: Peer Learning Exchange on Developing the Biennial Transparency Report (BTR) and Updating NDC 3.0: Sharing Technical Insights and Experiences from National CBIT Projects in Four Anglophone African Countries

Reference documents:
- UNEP: Medium-Term Strategy 2018-2021, May 2016
- UNEP: Proposed programme of work and budget for the biennium 2020–2021, 15 March 2019
- UNEP: Bali Strategic Plan for Technology Support and Capacity-building, 23 December 2004

ANNEX V. REVIEW ITINERARY

Time	Stakeholder	Institution
Monday 8 September 2025		
09.30-11.00	Director, Project Director	MET/MTEA
11.00-12.30	Agrometeorologist, Project Manager	MET/MTEA
Tuesday 9 September 2025		
09.00-10.00	Senior Fund Officer, PSC Chair	MoF
10.00-11.20	Permanent Secretary, Climate Change National Focal Point, GEF National Focal Point	MTEA
11.20-12.45	• Assistant Economist, Planning Department, PSC member • Senior Forester, Forestry Department. PSC member • Chief Environmental Coordinator, Environment Dept., PSC member	MTEA
13.00-14.00	Senior Land Use Planning Officer, PSC member	MoA
14.00-15.30	• Energy Officer, PSC Vice Chair • Training participant	MNRE
Wednesday 10 September 2025		
09.00-09.45	Eswatini Environment Fund Officer, PSC member	EEA
10.00-12.00	• Ozone Officer, National Ozone Unit, Training participant • Training participant	EEA
12.30-13.30	Aeronautical IT Administrator, PMU IT Expert	MET/MTEA
15.00-16.00	National Consultant (UNEP-CCC): climate change coordination and transparency, IPPU, waste and energy GHG	
Thursday 11 September 2025		
08.00-08.50	Agrometeorologist, Project Manager	MET/MTEA
09.00-10.00	Land Development Officer, training participant	MOA
11.00-12.30	Forester, training participant	MTEA
16.00-17.00	Economic Planning Officer, focal point for development cooperation on climate change	MEPD
Friday 12 September 2025		
08.15-09.00	Drive to Manzini	
10.00-10.30	Researcher, FOLU GHG Consultant	UNESWA
10.30-11.00	Researcher, Agriculture GHG Consultant	UNESWA
11.15-11.45	Drive to Mbabane	
12.15-13.30	Permanent Secretary, Climate Change National Focal Point, GEF National Focal Point	MTEA
11.00-14.00	Director, Project Director	MET/MTEA

ANNEX VI. COMPARISON OF DELIVERABLES AND ACTIVITIES

Outputs	Deliverables	Activities
1: Climate change coordination framework established for the Government of eSwatini and key stakeholders, with sectoral focal points to plan, track and report (internally) climate actions.	D1: One report on gaps and capacity needs regarding institutional arrangements for planning and implementing climate action	1.1: Drawing on Project Component 1 of the proposed FNC/BUR project, conduct a gap and needs analysis for existing institutional arrangements for planning and implementing climate actions (e.g. inventories, NCs, BURs, NDC tracking)
	D2: Implementation plan for efficient and coordinated institutional arrangements	1.2: Review the outputs from activities 9.1.2 and 9.1.3 of the proposed FNC/BUR project with regards to potential efficiency increases of existing institutional arrangements relating to the MRV System
	D3: Legal and Regulatory Framework design and drafts of Memorandums of Understanding or Cooperation Agreements for efficient and coordinated institutional arrangements	1.3: Provide technical support for the legal and regulatory framework to underpin proposed institutional arrangements (supported by the transparency unit)
	D4: Communication plan, including the potential use of planned engagement activities to promulgate the outputs of this component	1:4 Establish communication plan, including the potential use of planned engagement activities to promulgate the outputs of this component
2: Climate transparency unit institutionalized	D5: Implementation plan for institutionalizing the Transparency Unit	2.1: Analyse constraints and barriers in establishing the proposed transparency unit 2.2: Engage two consultants to operationalize the Transparency Unit. The proposed team will have expertise in technical aspects of MRV and transparency as well as the required IT skills to manage the online data management platform 2.3: Coordinate and maintain the MRV system with the transparency unit, which includes the management of access to the system for various stakeholders and ensuring the information contained within the system is kept up to date 2.4: Regularly engage the Transparency Unit and the National Climate Change Committee to ensure coordination of secretariat functions 2.5: Advise the transparency unit on technical aspects of proposed legislation and supporting legal and regulatory framework
	D6: Quarterly meetings between the National Climate Change Committee and the transparency unit to address institutional barriers related to the performing of secretariat functions	
	D7: Three workshops on technical MRV aspects organized by the Transparency unit	
	D8: Detailed annual work plan for the Transparency Unit including milestones for deliverables	
	D9: Report with recommendations on how to continue with the Transparency Unit after project end date	2.6: Prepare handover materials, guidance on the transition of responsibilities and conduct training to ensure that the consultant roles will be replaced by government staff
	D10: eSwatini's country profile on the CBIT Global Coordination Platform maintained and kept up to date	2.7: Provide project information to the CBIT Global Coordination Platform and to other regional and global initiatives in the format of public engagements, e.g. webinars or workshops
3: National Climate Change Strategy and Action Plan (NCCSAP) reviewed and updated to ensure that NDC implementation	D11: Updated version of National Climate Change Strategy and Action Plan (NCCSAP) to comply with current MRV requirements and links to NDC	3.1: Update the National Climate Change Strategy and Action Plan (NCCSAP) and develop M&E framework for the NCCSAP to align with the NDC
	D12: Three workshops to present draft and final versions of the updated NCCSAP for all sectoral stakeholders	3.2: Hold consultations with climate change framework focal points and technical working groups, as identified in output 1, to develop sectoral strategies as part of the updated NCCSAP

Outputs	Deliverables	Activities
is mainstreamed	D13: Compilation of sector strategies integrated into the updated version of the NCCSAP with implementation plan and national indicators	
	D14: A series of public consultations to finalize the NCCSP and present to Parliament	3.3: Undertake public consultation process to finalize the updated NCCSP and present it to Parliament
	D15: Two Annual Strategy implementation reports	3.4: Produce annual NCCSAP implementation reports in close coordination with the Transparency Unit
4: An online MRV platform established	D16: One report assessing needs, constraints and gaps of existing technological and institutional capacity for the development of an online data platform	4.1: Conduct a needs assessment of existing technological and institutional capacity for the development of an online data management platform, identifying constraints and gaps
	D17: Online portal established to support reporting on NDC implementation and policy planning	4.2: Building on activity 4.1, establish an online portal to support MRV system reporting and policy planning
	D18: Three workshops to get stakeholders inputs to the structure of the online platform	4.3: Engage stakeholders with transparency unit, sectoral focal points and technical working groups to provide input on the structure of the online platform. This includes the consideration of other relevant reporting requirements that could be incorporated into the structure of the portal, for example Sustainable Development Goal (SDG) data
	D19: Updated technical content on the online MRV portal: challenges and vulnerabilities, sectoral climate actions, action indicators, investments, impacts of actions, stakeholder contact information, key datasets; metrics and indicators	4.4: Populate the portal with data on challenges and vulnerabilities, sectoral climate actions, action indicators, investment, the wider impacts of actions, and supporting data such as stakeholder contact information, key datasets, etc. (continuous activity)
5: Tools, templates and guidelines for MRV of climate change data developed	D20: One gap analysis of current tools, templates and guidelines used in Eswatini's MRV system	5.1: Conduct gap analysis of current tools, templates and guidelines used in eSwatini's MRV system
	D 21: One report on international good practice tools, templates and guidelines reviewed and evaluated for their applicability in Eswatini's MRV system	5.2: Review international good practice tools, templates and guidelines and evaluate their applicability in eSwatini's MRV system
	D22: Country-specific templates to streamline data collection and data reporting	5.3: Develop country-specific templates to streamline data collection and reporting for government and data providers
	D23: Material, including a national GHG manual, to support the development of long-term institutional memory	5.4: Develop material including a national GHG manual to support the development of long-term institutional memory recognizing that experts will change over time and successions need to be managed so that systems are sustainable
6: Country-specific metrics, indicators and methodologies developed for	D24: One report on existing data sources and monitoring mechanisms	6.1: Conduct scoping exercise to identify existing data sources, monitoring mechanisms and indicators for NDC climate actions
	D25: One final report with a list of NDC indicators and methodologies for data collection activities	6.2: Review existing metrics, indicators and methodologies from neighbouring countries,

Outputs	Deliverables	Activities
tracking NDC climate actions	D26: Updated baseline data for NDC indicators compiled to enable scenario development	principally South Africa and Mozambique, and assess suitability for adaptation in eSwatini 6.3: Build on neighbouring countries' indicators if applicable, and develop new indicators for country-specific NDC mitigation and adaptation actions 6.4: Develop methodologies for data collection activities associated with NDC action indicators;
	D27: NDC document updated as needed	6.5: Update the NDC as needed to ensure alignment with NCCSAP
7: Capacity building delivered on the MRV system in eSwatini	D28: Capacity development program for national experts on improved NDC implementation tracking, GHG inventory processes such as IPCC inventory methodologies, QA/QC tools, inventory management and reporting templates	7.1: Conduct needs assessment for capacity building exercises within relevant institutions such as government departments responsible for tracking NDC implementation. This will also involve a review of any existing technological needs assessments already conducted, including the assessment completed for the 2nd National Communication
	D29: 15 training events for stakeholders reflecting the Capacity Development Program	7.2: Build capacity among national experts in improved GHG inventory processes such as IPCC inventory methodologies, QA/QC tools, inventory management and reporting templates 7.3: Develop and implement a capacity building program for focal points, technical working groups and stakeholders involved in NDC indicator tracking and reporting 7.4: Build capacity for stakeholders on data supply and data quality
	D30: "Train the trainers" scheme complementing the Capacity Development Program for efficient NDC implementation, including materials and targeted capacity development	7.5: Develop a 'train the trainers' scheme by providing support and materials that will enable capacity building exercises to be continued post-project
	D31: Quarterly meetings with decision makers on how to integrate climate information into national policy	7.6: Engage decision makers on how to integrate climate information into national policy;
	D32: Participation in five peer exchange activities/events at the regional and international level	7.7: Conduct peer exchange at the regional and international level

ANNEX VII. ENVIRONMENTAL AND SOCIAL SAFEGUARDS ASSESSMENT

ESS PLANNING AT PROJECT DESIGN	
List any ESS issues identified at project design (e.g. SS 1.7, SS 2.3, etc.)[32]	N/A
For any ESS issues identified at project design, were mitigation strategies developed (Y/N)? (If yes, briefly describe)	N/A
Were any gaps in ESS issues identified at the review inception phase (Y/N)? (If yes, briefly describe)	N

ESS MONITORING AT PROJECT IMPLEMENTATION	
Is there evidence that the potential emergence of ESS issues was actively monitored during project implementation (Y/N)?[33] (If yes, briefly describe)	N
Is there a justification for the absence of ESS monitoring (Y/N)? (If yes, briefly describe[34])	Y – low risk project, focused exclusively on training, awareness raising, studies, tools development. No investments or effects on the ground linked to the project.

MANAGEMENT RESPONSIVENESS DURING PROJECT IMPLEMENTATION	
Identify the ESS issues/events triggered[35] **by the project.**[36]	N/A
Describe consequences of ESS issues/events during project implementation.	N/A
Describe the management response and identify supporting documentation.[37, 38]	N/A
Were negative ESS effects offset by management response (Y/N)? (If yes, briefly describe)	N/A

[32] Select from the list of Environmental and Social Safeguards Risks in Table 1 of the template (tool 14, Safeguards Assessment Template).

[33] **Low risk:** Negative impacts minimal or negligible: no further study or impact management required.
Moderate risk: Potential negative impacts, but limited in scale, not unprecedented or irreversible and generally limited to programme/project area; impacts amenable to management using standard mitigation measures; limited environmental or social analysis may be required to develop an Environmental and Social Management Plan (ESMP). Straightforward application of good practice may be sufficient without additional study.
High risk: Potential for significant negative impacts (e.g. irreversible, unprecedented, cumulative, significant stakeholder concerns); Environmental and Social Impact Assessment (ESIA) (or Strategic Environmental and Social Assessment (SESA)) including a full impact assessment may be required, followed by an effective comprehensive safeguard management plan.

[34] For instance, during COVID, access to the field may have been restricted

[35] 'Triggered' refers to environmental or social issues/events that are caused or exacerbated—directly or indirectly—as a result of the project's activities, interventions, or presence.

[36] Select from the list of Environmental and Social Safeguards Risks in Table 1 of the template (tool 14, Safeguards Assessment Template).

37 For most low-moderate risk projects, good practice approach may be sufficient. Project should demonstrate safeguard management approach in the project activities, budget, risks management, stakeholder engagement or/and monitoring segments of the project document to avoid or minimize the identified potential risks without preparing a separate safeguard management plan.

38 E.g., GEF Project Implementation Report (PIR), Progress Report, Minutes, etc.

ANNEX VIII. COMMUNICATION AND OUTREACH TOOLS

Not applicable.

ANNEX IX. BRIEF CV OF THE REVIEWER

Name	Kris Borring Prasada Rao
Profession	Partner and Board Member, PEMconsult
Nationality	Danish
Country experience	• Africa: Botswana, Djibouti, Ethiopia, Eswatini, Ghana, Kenya, Liberia, Madagascar, Malawi, Mali, Mauritius, Mozambique, Namibia, Nigeria, Rwanda, Senegal, South Africa, Tanzania, Uganda, Zambia, Zimbabwe • Americas: Argentina, Bolivia, Brazil, Costa Rica, Peru, USA • Asia: Afghanistan, Azerbaijan, Bangladesh, Bhutan, Cambodia, India, Indonesia, Iran, Kazakhstan, Kyrgyzstan, Lao PDR, Maldives, Myanmar, Nepal, Sri Lanka, Tajikistan, Thailand, the Philippines • Europe: Denmark, Italy, Lithuania, Poland
Education	• MSc Human Geography, University of Copenhagen, 1999 • BSc Geography, University of Copenhagen, 1997

Short biography

Mr Kris B. Prasada Rao is an independent evaluator. He holds an MSc in Human Geography and has 25 years of professional experience in climate change, natural resource management, environment, rural development, agriculture, and livelihoods. He has expertise in different aspects of climate change, including governance under the UNFCCC framework, adaptation and resilience, mitigation, and mainstreaming across sectors. He has worked in 48 countries for a broad range of multilateral institutions (including UNEP, UNDP, FAO, IFAD, IUCN, and the European Union), bilateral donors, and NGOs. Kris B. Prasada Rao is a specialist in evaluation and has carried out numerous evaluations and reviews including complex strategic evaluations, global and regional multi-country programme evaluations, and in-country project evaluations. Moreover, he has hands-on programme and project implementation, management and oversight experience from positions with the Danish Committee for Aid to Afghan Refugees (DACAAR), Oxfam America, and IFAD. He has since 2011 been a partner and board member at PEMconsult (www.pem.dk).

Key specialties and capabilities cover:

- Natural resource management, ecosystems/biodiversity, environment, climate change, agriculture, water, rural development, livelihoods, poverty reduction
- Evaluation and review
- Programme and project planning, implementation, monitoring, supervision
- Programme Manager, Team Leader: management and supervision of international and local programme staff and consultants

Selected assignments and experiences (independent reviews/evaluations):

- Mid-Term Review of the UNEP Project: "Global Capacity Building Initiative for Transparency (CBIT) Platform: Unified Support Platform and Program for Article 13 of the Paris Agreement, Phase II (CBIT-GSP II)". Client: UNEP, 2025
- Mid-term Review of the SADC Transfrontier Conservation Area Financing Facility. Client: IUCN, 2024
- Review of the DOF BirdLife Denmark programme Integrating Livelihoods and Conservation – People Partner with Nature for Sustainable Living, phase III (PPN III), Nepal, Kenya, Uganda. *Team Leader*. Client: DOF BirdLife Denmark, 2024
- Terminal review of the project: "Technology Needs Assessments – Phase III (TNA Phase III)", funded by the Global Environment Facility (GEF). *Team Leader*. Client: UNEP, 2023-2024
- Final evaluation of the project: "Next generation low carbon, climate resilient Eco-Village Development in South Asia" (EVD IV), Sri Lanka, Nepal, India. Client: DIB, 2023

- Final Evaluation (FE) of the UNDP-GCF project "Supporting vulnerable communities in Maldives to manage climate change-induced water shortages". *Team Leader*. Client: UNDP, 2023
- Independent final evaluation of the Integrated Tiger Habitat Conservation Programme (ITHCP) Phase I, Bangladesh, India, Nepal. *Team Leader*. Client: IUCN, 2022-2023
- Global evaluation of the EU's cooperation with the World Bank, Mozambique. Client: EC, 2022-2023
- Terminal evaluation of four UNEP-GEF Projects and terminal review of one project on capacity development for the implementation of multilateral environmental agreements (MEAs). *Team Leader*. Client: UNEP, 2022-2023
- Terminal Review of the UNDP-UNEP-GEF project "Global Support Programme for Preparation of National Communications and Biennial Update Reports of non-Annex I Parties under the UNFCCC". Client: UNEP/UNOPS, 2022
- Evaluation of the EU cooperation with the United Nations. Client: EC, 2021-2022
- Final evaluation of FAO-GEF project Participatory assessment of land degradation and sustainable land management in grassland and pastoral areas systems. *Team Leader*. Client: FAO, 2021
- Review of the Climate Grant from the Danish Climate Envelope for civil society climate action. Client: CISU, 2021
- Review of the DOF BirdLife Denmark programme Integrating Livelihoods and Conservation – People Partner with Nature for Sustainable Living phase II, Nepal, Kenya, Uganda. *Team Leader*. Client: CISU, 2021
- Terminal Evaluation: Development of Sustainable Renewable Energy Power Generation (SREPGen), Bangladesh, UNDP-GEF project. *Team Leader*. Client: UNDP, 2020-2021
- Terminal evaluation of UNEP-UNDP GEF CBIT GCP (Capacity Building in Transparency Global Coordination Platform) phase 1. Client: UNEP+UNDP, 2020-2021
- Evaluation of the Danish Support for Climate Change Adaptation in Developing Countries. Client: Danida, 2019-2020
- Project evaluations and results-based framework development for future monitoring and evaluation - the Low Emission Capacity Building (LECB) Programme, the EU-INDC (Intended Nationally Determined Contribution for the UNFCCC) Project, NDC (Nationally Determined Contribution for the UNFCCC) Support Programme. *Team Leader*. Client: UNDP, 2019-2020
- Evaluation of the European Union's co-operation with Myanmar, 2012-2017. *Team Leader*. Client: EC, 2018-2020
- Terminal Evaluation of the UNEP-EC DG Environment Strategic Cooperation Agreement (SCA). *Team Leader*. Client: UNEP, 2019-2020
- End reviews of EAMCEF II (Conservation and Restoration of the Eastern Arc Mountains) and ECOPRC (Empowering Communities Through Training on Participatory Forest Management, REDD and Climate Changes), Tanzania. Te*am Leader*. Client Embassy of Norway, 2019
- Joint Nordic Evaluation of the Nordic Development Fund (NDF). Client: Particip for NDF, 2019
- Mid-Term Review of the Indicative Cooperation Programme (ICP IV) 2016-2020 between the Grand Duchy of Luxembourg and Lao PDR. Client: Luxembourg Ministry of Foreign and European Affairs, 2018-2019
- Midterm Review of the UNDP-UNEP-GEF project "Global Support Programme for Preparation of National Communications and Biennial Update Reports of non-Annex I Parties under the UNFCCC". Client: UNDP, 2018

- Evaluation of the European Union's co-operation with Afghanistan, 2007-2016. *Team Leader*. Client: EC, 2016-2018
- Evaluation of the European Union's sustainable energy cooperation (2011-2016). Client: EC, 2017
- Mid-Term Review of the UNDP-GEF project: Establishing integrated models for protected areas and their co-management in Afghanistan. *Team Leader.* Client: UNDP, 2017
- Evaluation of the European Union's co-operation with the Region of Eastern Africa, Southern Africa and the Indian Ocean, 2008-2015. Client: EC, 2016-2017
- Mid-Term Evaluation of the UNEP project "Building Adaptive Capacity and Resilience to Climate Change in Afghanistan 2014-2018", funded by the GEF (Global Environment Facility). *Team Leader*. Client: UNEP, 2016
- Global evaluation of EU's Water Facility. Client: EC, 2016
- Evaluation of the European Union's co-operation with Central Asia. *Team Leader*. Client: EC, 2015-2016
- Mid Term Review of the EU funded Project: "Sustaining biodiversity, environmental and social benefits in the Protected Areas of the Eastern Plains Landscape of Cambodia". Client: WWF, 2016
- Global Mid-Term Evaluation of the EU funded Low Emission Capacity Building (LECB) Programme. *Team Leader*. UNDP, 2015
- Evaluation of Swedish (SMHI) International Training Programs (ITP); Climate Change - Mitigation and Adaptation 2007-2011. Sida, 2015
- Evaluation of the development cooperation of Denmark, Sweden and the European Union with Bangladesh. Client: EC, 2015
- Evaluation of the European Union's support to environment and climate change in third countries (2007-2013). Client: EC, 2014-2015
- Mid-term Evaluation of the UNEP-DHI – Centre for Water and Environment. Client: UNEP, 2014
- Global joint donor review of UNDP Cap-Net. *Team Leader*. Client: UNOPS, 2014
- Global evaluation of the "Gender-responsive Climate Change Initiatives and Decision-making" programme phase 2 and 3 (implemented by UNDP-UNEP, IUCN, WEDO) under the Global Gender and Climate Alliance (GGCA). *Team Leader*. Client: UNDP, 2013
- Evaluation of Output 2, Rural Growth Programme (RGP), Tajikistan. *Team Leader.* Client: UNDP, 2013

ANNEX X. GEF PORTAL INPUTS *(FOR GEF FUNDED PROJECTS)*

Table 22: GEF portal inputs

Question: What was the performance at the project's completion against Core Indicator Targets?
Response: the project responded to the following GEF core indicator "*People benefitting from GEF-financed investments/# of direct beneficiaries (# of women)*". The end targets were exceeded with 33 women (target: 30 women) and 46 men (target: 30 men) being trained by the project. (Section IV.D)
Question: What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR?
Response: Promotion of stakeholder participation and cooperation across sectors was a central feature of the project, as the provision of data and information for climate transparency by nature required multi-sectoral engagement. This was particularly clearly expressed in output 1 (coordination framework for the Government of Eswatini and key stakeholders, with sectoral focal points), but stakeholder participation and cooperation across sectors were a feature across outputs. Considerable effort went into mobilising, engaging, and capacitating stakeholders. The PMU was in regular dialogue with stakeholders, and training was based on assessment of stakeholders' capacity needs, and stakeholder feedback on key deliverables was sought. The project supported regional stakeholder consultations on the draft Climate Change Bill Moreover, key line ministries were represented in the PSC. (Section IV.I)
Question: What were the completed gender-responsive measures and, if applicable, actual gender result areas?
Response: Gender issues featured to a modest extent in project deliverables. The participation of women was monitored, e.g. with gender-disaggregated data provided on participation in workshops/trainings. Of the 79 direct beneficiaries (e.g. training participants), 33 (42 pct.) were female and 46 (58 pct.) were male, indicating a good degree of gender parity. Project management and execution in Eswatini was led by women. (Section IV.I)
Question: What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed.
Response: The project had an institutional focus and did not entail any on-the-ground investments. The project was appropriately rated as a low-risk project. There was thus no need for implementing any environmental or social safeguards or mitigation measures. No environmental or social risks were identified at design, during implementation, or by the terminal review other than the carbon footprint from travel and power consumption associated with project implementation. (Section IV.I)
Question: What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions?
Response: Communication with key stakeholders across government institutions was regular and done through workshops, PSC meetings, and bilateral communication. A communication plan for the Climate Transparency Unit was a distinct output of the project. The project engaged in communication and knowledge-sharing with other countries jointly with CBIT-GSP with a peer-learning workshop hosted by Eswatini. Moreover, the PMU and stakeholders shared Eswatini's experience in regional and global workshops and seminars arranged CBIT-GSP and others. (Section IV.I)
Question: What are the main findings of the evaluation?
Response: **Strengths:** Implementation caught up after considerable delay, and a good proportion of the intended outputs were delivered. The project enhanced the awareness, interest and capacities of stakeholders in relation to GHG inventories and MRV. Tools and methodologies were provided, an online GHG inventory, MRV and coordination platform was established, and the project contributed to progress towards a national Climate Change Bill by supporting the consultation process. Considerable effort

went into mobilising, engaging and capacitating stakeholders. The project played a key role in the establishment of a functional interim/de-facto Climate Transparency Unit for coordination of GHG inventories and reporting to the PA/UNFCCC, which to some extent also provided a mechanism for sustaining institutional capacities.

The increased awareness, capacities and tools provided as well as the establishment of an interim/de-facto Climate Transparency Unit contribute to future improvements in the collection and processing of GHG data and NDC progress tracking – thus laying the foundation for the establishment and operationalisation of improved institutional arrangements and cross-sectoral coordination once the Climate Change Bill has been passed. The planned second phase of the project will be essential for ensuring the project results are translated into a full-fledged MRV system.

Once implementation took off, the project management arrangements worked fairly well. MTEA displayed a high degree of ownership of the project. Synergies were achieved with other interventions. Financial management was compliant with UNEP and GEF requirements and facilitated by a significant proportion of the budget being managed by UNEP-CCC – and adaptive measure that was pivotal for enabling the recruitment of consultants and achievement of several project deliverables and outputs. The level of delivery largely corresponded to expectations, and project management costs were within budget – enabled by the appointment of in-house MET staff to the PMU, which also makes it likely that the institutional memory and the technical skills developed are retained. Oversight and backstopping by UNEP were well-functioning.

Weaknesses: The project was severely affected by external factors outside the control of the project, leading to a significantly delayed project start and limited implementation in 2020-2024 and the project was extended by 28 months. Due to the delays, implementation of most deliverables was compressed in less than a year and rushed, and the tools and online platform were not delivered in time to be used for the preparation of reports to the PA/UNFCCC, hence the potential scope of synergy with GEF support for the preparation of reports did not materialise.

The design was overambitious with unrealistic expectations for a three-year medium-sized project. Being a first-generation CBIT project, the expected results were not fully taking into consideration the country context. The absence of a national Climate Change Bill was (and still remains) an impediment to the establishment of fully functional institutional structures and processes for MRV. Hence, the intended output of established institutional and coordination arrangements was not fully achieved. Due to the lack of clear and formalised institutional frameworks and responsibilities for MRV across sectors, the use of the capacities, methodologies and tools developed by the project remains uneven, voluntary, person-driven and ad-hoc – and the outputs have thus not fully translated into the intended outcome. While the de-facto Climate Transparency Unit has the interim responsibility to coordinate the GHG inventory, MRV and reporting to the PA/UNFCCC, it (as well as the other institutions involved) faces technical capacity constraints and its clout to convene the engagement of sector institutions is limited. The online platform for the GHG inventory, MRV and coordination is technically functional, but scarcely in use.

Overall, MRV data collection and submission processes have not changed significantly. The capacity gains achieved under the project may partly be lost over time due to staff turnover, although mechanisms for sustaining institutional capacities are in place to some extent. Further progress on the establishment of a full-fledged and institutionalised MRV system, the full achievement of the intended project outcomes and ensuring the sustainability of the results achieved hinges on the legal framework being put in place and further external support. While a second phase is planned, a hiatus in the further MRV system development is inevitable until the new phase commences, creating a risk of losing momentum with the sector institutions

Gender issues only featured to a modest extent in the project deliverables. A human rights lens was not applied in the project, although the contribution to enhanced climate transparency contributes to the right to access to information. The MRV platform was developed as an internal tool for supporting the preparation of reports to the PA/UNFCCC rather than a platform for providing public access to information. One challenge in this regard is the view that some relevant data is classified government information that cannot be shared openly.

International consultant inputs were not used to their full potential due to the fragmentation into individual contracts, last-minute delivery and delayed feedback, and since all international consultant support was delivered remotely. (Section V.A)

ANNEX XI. IMPLEMENTATION PLAN OF RECOMMENDATIONS

Project Title and Reference No.: Capacity Building for Enhanced Transparency in Climate Change Monitoring, Reporting and Verification (GEF ID 10002)

Contact Person (TM/PM): Julien Lheureux
(Task Manager for Africa)

	PLANS			
RECOMMENDATIONS	**ACCEPTED (YES / NO / PARTIALLY)**	**WHAT WILL BE DONE?**	**EXPECTED COMPLETION DATE**	**REPONSIBLE OFFICER/ UNIT/ DIVISION/ AGENCY**
Focus efforts on facilitating the establishment of the legal and formalised institutional frameworks necessary for advancing on the MRV system. Suggested actions: - Engage in awareness raising and advocacy at the political level. - Finalise and sign the memoranda of understanding drafted under the project. - Advocate for the inclusion of funding for MRV in budgeting process for government institutions. - Identify and support the development of legislation necessary for operationalising/implementing the Climate Change Bill vis-à-vis climate transparency and MRV. - Support the establishment of an institutionalised function at the Climate Transparency Unit/MTEA for continuous capacity development for current and new government staff among government data collectors.	Yes	This recommendation is addressed to the MTEA and UNEP. The UNEP GEF Climate Mitigation Unit will convey it to the MTEA once the Terminal Review report is validated by the Evaluation Office. The UNEP GEF Climate Mitigation Unit will engage with the MTEA during the concept development of a potential CBIT 2 project to integrate the proposed actions into the design of the project.	March 2026 March 2027	GEF Climate Mitigation Unit (UNEP) / MTEA

	PLANS			
RECOMMENDATIONS	**ACCEPTED (YES / NO / PARTIALLY)**	**WHAT WILL BE DONE?**	**EXPECTED COMPLETION DATE**	**REPONSIBLE OFFICER/ UNIT/ DIVISION/ AGENCY**
Operationalise the online MRV platform, methodologies and tools introduced by the project. Suggested actions: - Engage with relevant ministries and institutions to map their current use of the platform, methodologies and tools and obtain feedback on how well they work and/or factors that limit their use. - Pilot/test the online platform, methodologies and tools with a selected ministry/institution that had demonstrated interest and willingness to engage – adjust/refine based on the experience.	Yes	This recommendation is addressed to the MTEA and UNEP. The UNEP GEF Climate Mitigation Unit will convey it to the MTEA once the Terminal Review report is validated by the Evaluation Office. The UNEP GEF Climate Mitigation Unit will engage with the MTEA during the concept development of a potential CBIT 2 project to integrate the proposed actions into the design of the project.	March 2026 March 2027	GEF Climate Mitigation Unit (UNEP) / MTEA
Include in a potential project phase 2 a six-month inception period and a mid-term reflection to allow for procurement planning and adjustment of the project to an evolving context. Suggested actions: - During the inception phase: o Secure Government approval and staff appointment processes are completed. o Monitor and analyse the timeline and challenges (technical and political) vis-a-vis the finalisation of the legal framework and formalised institutional arrangements, which the project can help address. o Conduct a gap analysis and establish the project baseline.	Yes	This recommendation is addressed to the MTEA and UNEP. The UNEP GEF Climate Mitigation Unit will convey it to the MTEA once the Terminal Review report is validated by the Evaluation Office. The UNEP GEF Climate Mitigation Unit will engage with the MTEA during the concept development of a potential CBIT 2 project to integrate the proposed actions into the design of the project.	March 2026 March 2027	GEF Climate Mitigation Unit (UNEP) / MTEA

	PLANS			
RECOMMENDATIONS	**ACCEPTED (YES / NO / PARTIALLY)**	**WHAT WILL BE DONE?**	**EXPECTED COMPLETION DATE**	**REPONSIBLE OFFICER/ UNIT/ DIVISION/ AGENCY**
o Synchronise the project workplan with the preparation of reports (e.g. BTR, NC) to the PA/UNFCCC and identify opportunities for synergy and joint action. o Make any necessary adjustments to the project workplan. o Develop a procurement plan and initiate procurement. - Half-way through project implementation: o Analyse implementation progress towards achieving the intended outputs and outcomes and identify bottlenecks and gaps that the project should address.\\ o Adjust the project design (outputs, outcomes, targets, work plan) to ensure continued relevance and effectiveness in an evolving context.				
Include in a potential phase 2 activities that address climate change from a human rights and inclusion perspective. Suggested actions: - Train data collectors on human rights and gender in relation to climate transparency and making data publicly available. - Explore the extent to which the MRV system can be based on mainly unclassified data, which can be made publicly available. - Explore options to make currently classified data publicly accessible, e.g. promoting and	Yes	This recommendation is addressed to the MTEA and UNEP. The UNEP GEF Climate Mitigation Unit will convey it to the MTEA once the Terminal Review report is validated by the Evaluation Office. The UNEP GEF Climate Mitigation Unit will engage with the MTEA during the concept development of a potential CBIT 2 project to integrate the proposed actions into the design of the project.	March 2026 March 2027	GEF Climate Mitigation Unit (UNEP) / MTEA

	PLANS			
RECOMMENDATIONS	**ACCEPTED (YES / NO / PARTIALLY)**	**WHAT WILL BE DONE?**	**EXPECTED COMPLETION DATE**	**REPONSIBLE OFFICER/ UNIT/ DIVISION/ AGENCY**
supporting the declassification of GHG inventory and other data. - Explore whether a public access component could be added to the online MRV platform. - Enhance the gender dimension of the GHG inventory and MRV system e.g. by including gender-focused activities and exploring options for gender-disaggregating GHG and MRV data collection and analysis.				
In the potential next phase of the project, establish a “hybrid” PMU that combines in-house MTEA resources with external capacities. Recommended actions: - Appoint one or two well-qualified in-house MTEA staff members to the PMU to work on day-to-day project management and implementation as part of their core responsibilities – as a tangible MTEA co-financing contribution. - Employ with GEF project resources 1-2 project personnel in the PMU. - Identify a capable regional or international organisation that can co-execute the next phase together with MET/MTEA, provide technical backstopping, and handle procurement.	Yes	This recommendation is addressed to the MTEA and UNEP. The UNEP GEF Climate Mitigation Unit will convey it to the MTEA once the Terminal Review report is validated by the Evaluation Office. The UNEP GEF Climate Mitigation Unit will engage with the MTEA during the concept development of a potential CBIT 2 project to integrate the proposed actions into the design of the project.	March 2026 March 2027	GEF Climate Mitigation Unit (UNEP) / MTEA

ANNEX XII. QUALITY ASSESSMENT OF THE REVIEW REPORT

Review Title: Terminal Review of the UNEP/GEF Project "Capacity Building for Enhanced Transparency in Climate Change Monitoring, Reporting and Verification (GEF ID 10002), 2020-2025

Consultant: Kris B. Prasada Rao

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

Report Quality Criteria	UNEP Evaluation Office Comments	Final Report Rating
Section A: Executive Summary	Assessment	
1. Does the ***Executive Summary*** act as a concise, accurate standalone section, especially to inform decision-making? Consider how clearly and concisely the report presents: • a clear summary of the evaluation object • evaluation objectives, scope and methodology • the overall project evaluation rating • a summary of main evaluation findings, including key features of performance (strengths and weaknesses) • summary responses to key strategic evaluation questions • summary of main conclusions, lessons learned and recommendations	Coverage/omissions: All required elements are addressed except for summary responses to the four key strategic evaluation questions. The responses to the strategic questions are presented in Table 20. Responses to strategic questions in Section V. Conclusions and Recommendations of the report. Strengths/weaknesses: The Executive Summary is short and concise with an overview of strengths and weaknesses of the project's performance. It could have benefited from a quantitative dimension of the data collected (in para. 2).	5
Section B: The Project	Assessment	
2. Does the report clearly describe the ***key parameters, scale and complexity of the evaluand***? Consider how well the report presents: • an overview of the main issue that the project is trying to address • timeline, including dates of project approval, duration and number of phases (where appropriate) • geographic coverage (regions/countries) • total secured budget and project financing, including a table with funding sources • implementing and funding partners • institutional context (i.e. UNEP sub-programme, Division, Branch etc) • implementation structure with diagram • UNEP results frameworks to which it contributes (e.g. PoW Direct Outcome) • summary of results framework as stated in the ProDoc (or as officially revised) • stakeholder groups organised according to relevant common characteristics	Coverage/omissions: The section addresses the main elements of context, results framework, project implementation structure and partners, stakeholders, changes in design during implementation and project financing. Strengths/weaknesses: The stakeholder analysis is detailed and includes an assessment of the extent to which different national ministerial entities and the Cabinet participated in project design and their role. The section would have benefited from details such as the name of the relevant UNEP Subprogramme (mentioned in A. Strategic Relevance) and a brief description of the revision made to the results framework in addition to Table 3, which provides a summary of the	5

Report Quality Criteria	UNEP Evaluation Office Comments	Final Report Rating
• whether the project has been evaluated in the past (e.g. mid-term, by an external agency, etc.) • substantive or significant changes in design during implementation	project's latest approved results framework. Section III. Theory of Change at Review states that Output 3 was revised. This information is provided elsewhere in the report. It would also have been beneficial if the description of the project implementation structure had provided more information on the responsibilities and working arrangements shared between UNEP's GEF Climate Mitigation Unit and UNEP-CCC. The low resolution of Figure 1 organigram of the project with key stakeholders makes it illegible.	
Section C: Evaluation Methods and Theory of Change	Assessment	
3. Does the report present a clear, comprehensive and adequate description of the ***evaluation methodology***? Consider how well it presents the following elements, and their adequacy based on the scope of the evaluation: • statement of the purpose of the evaluation and the key intended audience for the evaluation findings • data collection methods and information sources • justification for methods used (e.g. electronic/face-to-face interviews, qualitative/quantitative analysis) • criteria and sampling strategies used to select stakeholders for consultations, and for sites/countries visited • number and types of respondents *(including in a table broken down by gender)* • strategies used to increase stakeholder engagement and response rate • methods used to include the voices/experiences of different and potentially excluded groups (e.g. women, marginalised) • data verification methods (e.g. triangulation) • data analysis methods (e.g. scoring, thematic analysis) • evaluation limitations and mitigation measures (e.g. how these were addressed by the evaluator) • consideration for ethics and human rights issues, including how anonymity and confidentiality were protected	<u>Coverage/omissions</u>: All required elements regarding the description of evaluation methodology are addressed. <u>Strengths/weaknesses</u>: The review methods are presented with good use of tables and includes a description of strategies for inclusivity, secondary data sources and ethical considerations.	5.5

Report Quality Criteria	UNEP Evaluation Office Comments	Final Report Rating
4. Does the report describe an assessment and reformulation of the ***Theory of Change***, and present an adequate articulation of the TOC causal pathways that were used to assess project performance (*narratively and diagrammatically)?* Consider how well the report presents: • whether the project design included a TOC • how the *TOC at Evaluation*[39] was designed (e.g. who was involved, etc) • confirmation/reconstruction of results in accordance with UNEP definitions (*including reformulation table, which may have initially been presented in the Inception Report and should appear in the Main Evaluation report.)* • articulation of causal pathways • identification of drivers and assumptions • identification of key actors in the change process	Coverage/omissions: All required elements regarding the Theory of Change are addressed except for an articulation or narrative describing the pathways. Strengths/weaknesses: The Theory of Change section provides a clear and detailed overview of the reconstructed ToC with good use of tables to show the reformulation of elements in the results framework with justifications. Drivers and assumptions have been added in the RToC. It would have been beneficial to link the stakeholder analysis with the RToC to identify key stakeholders in the articulation of pathways and their role related to the achievement of outcome and availability of outputs.	4.5
Section D: Evidence and Analysis	Assessment	
5. Is the report based on ***sufficient and adequate data*** and ***clear and credible evidence***? Consider how well the report presents: • sufficient evidence that is consistent throughout the report • evidence that is supported by data sources (e.g. quotes, reports, etc) • evidence that is explicitly triangulated, unless noted as having a single source • gaps in data are explained and justified • data sources that are reliable, adequate, sufficient for the scope of the evaluation	Coverage/omissions: The required elements are adequately addressed. Strengths/weaknesses: The presented evidence is supported by a detailed review methodology and annexes. It would have been beneficial in the assessments to directly refer to the type of data sources used for triangulation of evidence. The total number of respondents in table 6 is 33 respondents however in Annex III. 28 interviewees are listed.	4.5
6. Does the report include ***rigorous analysis*** and ***logical findings***? Consider the extent to which the findings are: • supported by clear analysis that is consistent with the evidence presented • logical, clear and coherent • aligned with UNEP's Criteria Ratings Matrix • aligned with the evaluation framework • more than descriptions and provide insights into 'how' and/or 'why' the project performed a certain way	Coverage/omissions: The required elements are adequately addressed. Strengths/weaknesses: The ratings are closely aligned with UNEP's Criteria Ratings Matrix. The analysis is balanced and combines theory by integrating the RToC and weaknesses of the project's results framework in the assessments, as appropriate.	5

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

Report Quality Criteria	**UNEP Evaluation Office Comments**	**Final Report Rating**
• balanced, presenting both successes and weaknesses	While the report is short and concise, it would have been beneficial to replicate some information relevant to more sub-categories e.g. on environmental footprint or the use of remotely based individual international consultants.	
Section E: Evaluation Findings	Assessment	
7. Does the report present evidence and analysis of project ***Strategic Relevance*** with respect to UNEP, partner and geographic policies and strategies at the time of project approval? Consider how well the report addresses: • Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities • Alignment to Donor/GEF/Partners Strategic Priorities • Relevance to Regional, Sub-regional and National Environmental Priorities • Complementarity with Existing Interventions: complementarity of the project at design (or during inception/mobilisation[40]), with other interventions addressing the needs of the same target groups.	Coverage/omissions: All required elements are addressed with assessment tables use for each sub-category, overall findings statements and ratings. Strengths/weaknesses: Concise assessments made of each sub-category reference to relevant documentation and initiatives.	5.5
8. Does the report present a summary of the strengths and weaknesses of the ***Quality of Project Design***, based on the detailed assessment presented in the Inception Report?	Coverage/omissions: All required elements are addressed in the summary review of quality of project design. Strengths/weaknesses: Main project design strengths and weaknesses are presented. The assessment of the project design would have benefited from an assessment of the extent to which the quality of the articulation of elements was adequate e.g. on partnerships in terms of the role of UNEP-CCC and on governance times of description of internal allocation of roles in UNEP. Recommendation #3 aims to address weaknesses of the project design in a potential phase 2 project.	4.5
9. Does the report recognise and describe, when appropriate, key features of the ***Nature of the External Context*** under which the project was implemented that limited the project's performance	Coverage/omissions: Key conditions related to the assessment of the external context and other aspects affecting project implementation are assessed.	4.5

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

Report Quality Criteria	**UNEP Evaluation Office Comments**	**Final Report Rating**
(e.g. conflict, natural disaster, political upheaval[41]), and how they affected performance?	Strengths/weaknesses: Some elements related to the assessment of the nature of external context have been assessed. However, it would have been beneficial if potential effects of climate events, security situation and political context that relate to the external operating context had also been addressed in the assessment. The elements described related to government procurement processes and role of UNEP-CCC relate to both the internal and external operational context.	
10. Does the report present a well-reasoned, complete and evidence-based assessment of the ***Availability of Outputs*** to the intended beneficiaries? Consider how well the report presents: • a convincing, evidence-supported and clear presentation of the outputs made available by the project compared to its approved plans and budget • assessment of the nature and scale of outputs versus the project indicators and targets • assessment of the timeliness, quality and utility of outputs to intended beneficiaries • identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	Coverage/omissions: All required elements are addressed in the assessment of the availability of the project's seven outputs. Strengths/weaknesses: The assessment incorporates indicator targets and detailed narrative assessments. Selected key stakeholders e.g. staff of specific ministries are identified but the gender dimension and human rights (as incorporated in the RToC) have not been addressed in the assessment of outputs.	4.5
11. Does the report present a well-reasoned, complete and evidence-based assessment of the ***Achievement of Outcomes***, as a result of the uptake, adoption and/or implementation of outputs by the intended beneficiaries? This may include behaviour changes at an individual or collective level. Consider how well the report presents: • a convincing and evidence-supported analysis of the uptake of outputs by intended beneficiaries • assessment of the nature, depth and scale of outcomes versus the project indicators and targets	Coverage/omissions: All required elements are addressed in the assessment of the achievement of the project outcome. Strengths/weaknesses: The assessment assesses the extent to which the indicator was met but could not verify the result. Possible positive or negative effects of the project on gender and human rights are not included in the assessment of outcome achievement.	4.5

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

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• discussion of the contribution, credible association and/or attribution of outcome level changes to the work of the project itself • any constraints to attributing effects to the projects' work • identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).		
12. Does the report present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to ***Likelihood of Impact***? Consider how well the report presents: • an explanation of how causal pathways emerged and the resulting change processes • an explicit discussion of how drivers and assumptions played out • an explanation of roles played by key actors and change agents • identification of any unintended negative effects of the project, especially on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	<u>Coverage/omissions</u>: All required elements are addressed in the assessment of factors influencing the likelihood of impact. <u>Strengths/weaknesses</u>: Assessments are made for each of the drivers and assumptions formulated in the RToC, including the gender and human rights' dimensions. While the report states that stakeholders find " the Climate Change Bill seems likely to be approved by the Parliament in a year or so…"and the absence of a legal and formalised framework by the time of project operational completion is addressed, unintended consequences on the change process from intermediate states to impact are presented as 'N/A' because they were not identified in the project.	5
13. Does the report present an integrated analysis of all dimensions evaluated under ***Financial Management*** and include a completed 'financial management' table? Consider how well the report addresses the following: • *adherence* to UNEP's financial policies and procedures • *completeness* of financial information, including the actual project costs and actual co-financing used and explanation of any variances between planned and actual expenditures	<u>Coverage/omissions</u>: The required elements are addressed, and the financial management table is completed. <u>Strengths/weaknesses</u>: The concise assessment is made on the basis of available audit reports for 2020 and 2021. It would have been beneficial for the assessment if other sources had been included further e.g. documentation related to co-financing and procurement processes undertaken by UNEP-CCC and later UNOPS.	4.5
14. Does the report present an integrated analysis of all dimensions evaluated under ***Efficiency***? Consider how well the report presents: • cost-effective or time-saving measures put in place to maximise results within the	<u>Coverage/omissions</u>: Most of the required elements are addressed in the assessment of efficiency. <u>Strengths/weaknesses</u>:	4.5

Report Quality Criteria	UNEP Evaluation Office Comments	Final Report Rating
secured budget and agreed project timeframe • implications of any delays and no cost extensions • discussion of making use, during project implementation, of/building on pre-existing institutions, partnerships and complementarities with other initiatives, programmes and projects etc. • the extent to which the management of the project minimised UNEP's environmental footprint.	The assessment presents the implications of delays incurred and measures that could have been taken and were taken. The project made use of international consultants, and it would therefore have been relevant to assess UNEP's environmental footprint. UNEP-CCC's tracking of carbon footprint is mentioned in the Environmental and Social Safeguards' sub-category.	
15. Does the report present a well-reasoned, complete and evidence-based assessment of the project's ***Monitoring and Reporting***? Consider how well the report addresses the following: • the quality of *monitoring of project implementation* (including use of monitoring data for adaptive management) • the quality of *project reporting* (e.g. PIMS and donor reports)	<u>Coverage/omissions</u>: The required elements are addressed in the assessment. <u>Strengths/weaknesses</u>: The assessment considers the quality of the indicators and data collected at outcome and output levels. It would have been beneficial if the assessment had considered evidence of substantial collaboration and communications between UNEP and UNEP-CCC.	4.5
16. Does the report present an integrated analysis of all dimensions evaluated under ***Sustainability*** (i.e. the endurance of benefits achieved at outcome level)? Consider how well the report addresses the following: • socio-political sustainability • financial sustainability • institutional sustainability	<u>Coverage/omissions</u>: Key required elements are addressed in the assessment. <u>Strengths/weaknesses</u>: The assessment is based on key RToC assumptions about the Climate Bill and staff capacities. It would have been beneficial if more of the RToC assumptions had been considered (e.g. decision makers choose to incorporate available data on NDC progress; participating agencies collaborate leaving aside political disagreements; the project works toward UN principles on human rights).	4.5
17. Does the report present a well-evidence analysis of the ***Factors Affecting Performance***, <u>either in this section or in cross-referenced sections?</u> *These factors are not always discussed in stand-alone sections and may be integrated in the other performance criteria as appropriate. However, if not addressed substantively in this section, a cross reference must be given to where the topic is addressed, and that entry must be sufficient to justify the performance rating for these factors.* Consider how well the report addresses the following cross-cutting issues:	<u>Coverage/omissions</u>: Overall, the required elements are addressed. <u>Strengths/weaknesses</u>: Short and concise assessments provided. It would have been beneficial if a more detailed assessment of stakeholders' participation by group e.g. ministry and agency, had been provided	5

Report Quality Criteria	UNEP Evaluation Office Comments	Final Report Rating
• quality of project management and supervision[42] • stakeholder participation and co-operation • responsiveness to human rights and gender equality • environmental and social safeguards • country ownership and driven-ness • communication and public awareness		
Section F: Conclusions, Lessons Learned and Recommendations	Assessment	
18. Do the ***Conclusions*** present a summative assessment of the evaluand as a whole, reflecting on prominent aspects of the project's performance? Consider how well the conclusions: • provide a compelling narrative and integrated assessment of project project's performance (i.e. achievements and limitations) • add deeper insights and analysis beyond the findings under each individual criterion • are derived from the synthesized analysis of evidence gathered during the evaluation process • provide clear and succinct response to the key strategic questions • address the human rights and gender dimensions of the intervention explicitly (e.g. how these dimensions were considered, addressed or impacted on) • provide lessons that are rooted in real project experiences, describe the context from which they are derived, and do not duplicate recommendations	Coverage/omissions: All required elements are addressed in the conclusions, responses to strategic questions, summary table of project findings and ratings and the 5 lessons learned. Strengths/weaknesses: The conclusions are presented as strengths and weaknesses of the project performance. The lessons learned are rooted in the project's performance and experiences. While the human rights and gender issues are mentioned, it would have been beneficial to elaborate on how these dimensions were addressed and impacted on (or not) by the project.	5
19. Does the report present ***Recommendations*** for specific action to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results? Consider how well the recommendations: • are clearly formulated and logically derived from the findings and/or conclusions • are feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when • include at least one recommendation relating to strengthening the human rights	Coverage/omissions: All required elements are addressed in the five recommendations. Strengths/weaknesses: The recommendations are logically derived from the findings and conclusions of the review. A recommendation on addressing climate change from a human rights and inclusion perspective in a potential project phase is included.	5

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

Report Quality Criteria	UNEP Evaluation Office Comments	Final Report Rating
and gender dimensions of UNEP interventions • represent a measurable performance target in order that the Evaluation Office can monitor and assess compliance with the recommendations. NOTES: **(i)** In cases where the recommendation is addressed to a third party, compliance can only be monitored and assessed where a contractual/legal agreement remains in place. Without such an agreement, the recommendation should be formulated to say that UNEP project staff should pass on the recommendation to the relevant third party in an effective or substantive manner. The effective transmission by UNEP of the recommendation will then be monitored for compliance. **(ii)** Where a new project phase is already under discussion or in preparation with the same third party, a recommendation can be made to address the issue in the next phase.	It would have been beneficial to ensure all proposed actions of a recommendation (Recommendation #3) were logically well connected, e.g. procurement planning, results framework and project baselines.	
Section G: Report Structure and Presentation	Assessment	
20. Is the report ***well-structured and complete***? Does it: • follow the Evaluation Office structure and formatting guidelines • include all required sections and annexes, as applicable • not exceed 50 pages in length from the Executive Summary to the end of the Conclusion Does the report ***present*** information clearly and appropriately? Is it written: • in clear and accessible language • largely free from grammar, spelling and punctuation errors • in an adequate and professional tone • with the use of visual aids, such as maps, graphs tables and photos	Coverage/omissions: All required elements in the report structure and presentation are addressed. Strengths/weaknesses: All tables are completed and well-integrated into the analysis. However, it would have been beneficial to include a few paragraphs with an introduction or key findings that could compliment the tables and support the assessments. The language is clear and adequate. Due to the low resolution of Figure 1: Organigram of the project with key project stakeholders and Figure 2 Theory of Change at Review, the figures are not legible.	5

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

Rating the Report Quality Criteria

Rating (1–6)	Description
6	Provides all content with high quality.
5	Provides all content with minor weaknesses.
4	Provides most content with minor weaknesses.
3	Provides most content with significant weaknesses.
2	Omits substantive content with significant weaknesses.
1	Omits almost all content with major weaknesses.