Validated Terminal Review of the UNEP Project

Global Opportunities for Sustainable Development Goals: (SMA ID 43459)

2020 – 2024

GO 4 SDGs
ACCELERATING REGIONAL SOLUTIONS

UNEP Industry and Economy Division

Validation date: September 2025

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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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(GO4SDGs)
(614.8)
(2023)

ACKNOWLEDGEMENTS

This Terminal Review was prepared for UNEP by Peter O'Neill.

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

BRIEF EXTERNAL CONSULTANT(S) BIOGRAPHY

Peter O'Neill is currently an independent consultant specialising in sustainable transport policy, programme development, and monitoring and evaluation. Formerly Head of Research (science and infrastructure) at the U.K. government's Department for International Development, (now FCDO); Lead Infrastructure Specialist at the World Bank, and Chief, Transport Policy and Development at the UNESCAP based in Bangkok. As an independent consultant he has successfully completed projects for clients: World Bank, UNEP, UNECE, U.K. FCDO, GIZ/EU, and Caribbean Development Bank. He has published over 10 academic papers, and numerous publications and he is a Fellow of the UK Institution of Civil Engineers. He is a former Chairman of the global Transport Knowledge Partnership, (gTKP) and Vice Chairman of the Global Road Safety Partnership, (GRSP).

ABOUT THE REVIEW

Joint Review: No

Report Language(s): English.

Review Type: Terminal Review

Brief Description: This report is a management-led Terminal Review of a UNEP implemented in 2025. The review sought to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The review has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, the Donor[1] and the relevant agencies of the proj ect participating countries.

Source(s) of Funding by Country: *(Germany, Norway, Kuwait)*

Source(s) of Funding by Institution Type:

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

Key words[2]: Sustainable Production and Consumption, Inclusive Green Economy, Sustainable Development Goals, Circular Economy, Youth, SMEs, Government, green Jobs, Food Waste, Sustainable Tourism, Sustainable Fashion, Sustainable Lifestyles, Monitoring and Evaluation

Primary data collection period: March to May 2025

Field mission dates: N/A

[1] Replace with the name of the funding partner
[2] Please provide maximum five key words, which are not already in the project title.

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LIST OF ACRONYMS

APEC	Asia-Pacific Economic Cooperation
ARIUSA	Alliance of Ibero-American University Network for Sustainability and the Environment
CEDARE	Centre for Environment and Development for the Arab Region and Europe
EA	Expected Accomplishment
ECEAT	European Centre for Eco and Agro Tourism
ESG-CA	Environmental, Social, and Governance-Central Asia
EU	European Union
FMO	UNEP Fund Management Officer
GE	Green Economy
GGKP	Green Growth Knowledge Platform
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GKU	Kazakh-German University
GO4SDGs	Global Opportunities for Sustainable Development Goals
HS	Highly Satisfactory
HU	Highly Unsatisfactory
IGE	Inclusive Green Economy
ILO	International Labour Organisation
IRP	International Resource Panel
ITUC	International Trade Union Confederation
L	Likely
MS	Moderately Satisfactory
MU	Moderately Unsatisfactory
MTR	Mid Term Review
MTS	Mid-Term Strategy
NCPC-SA	National Cleaner Production Centre
NDC	Nationally Determined Contributions
PAGE	Partnership for Action on Green Economy
PoW	Programme of Work
PRC	Project Review Committee
ProDoc	Project Document
QCA	Qualitative Comparative Analysis
RE	Resource Efficiency
S	Satisfactory
SCP	Sustainable Consumption and Production
SDGs	Sustainable Development Goals
SDG8	Decent Work & Green Economies
SDG12	Sustainable Consumption and Production
SEED	Global Partnership for Action on Sustainable Development and the Inclusive Green Economy
SME	Small and Medium Sized Enterprise
SSC	South-South Cooperation
ToR	Terms of Reference
U	Unsatisfactory
UN	United Nations
UNCT	United National Country Teams
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNEP FI	United Nations Environment Programme Financial Initiative
UBK	Union of Banks of Kyrgyzstan
WEF	World Economic Forum

PROJECT IDENTIFICATION TABLE

Table 1 Project Identification Table

<table>
<tr><td>UNEP PIMS/SMA ID:</td><td colspan="3">SB-015420</td></tr>
<tr><td>Project Title</td><td colspan="3">Global Opportunities for Sustainable Development Goals</td></tr>
<tr><td>Donor ID:</td><td colspan="3">614.8</td></tr>
<tr><td>Implementing Partners:</td><td colspan="3">African Circular Economy Alliance (ACEA)
Alliance of Ibero-American University Network for Sustainability and the Environment (ARIUSA)
Centre for Environment & Development for the Arab Region and Europe (CEDARE)
Dalberg Catalyst
Ecotourism Kenya
E4Impact Foundation
ESG Central Asia
European Centre for Eco and Agro Tourism (ECEAT)
Green Growth Knowledge Platform (GGKP)
International Labour Organization (ILO)
International Training Centre of the International Labour Organization (ITCILO)
Jacobs Lader Africa
Kazakh-German University (GKU)
Kenya National Cleaner Production Centre
Kenya Tourism Federation
Massiv Earth Foundation
National Cleaner Production Centre South Africa (NCPC-SA)
Partnership for Action on Green Economy (PAGE)
10 Year Framework of Programmes on Sustainable Consumption and Production (10YFP)
SEED
UNICEF
Union of Banks of Kyrgyzstan (UBK)
Universidad los Andes, Colombia
United Nations Development Programme (UNDP)
United Nations Systems Staff College (UNSSC)
UNEP-Finance Initiative (UNEP-FI)
World Economic Forum (WEF)
WRAP</td></tr>
<tr><td>SDG(s) and indicator(s):</td><td colspan="3">Direct: SDG 8, 12, 13; 2, 4,7,9, 14, 17
Direct: Target 8.4, 8.5, 12.2, 12.3, 12.4 12.5, 12.6, 12.7, 12.8, 12.c, 13.2, 13.3; 2.3, 2.4, 4.7, 7.2, 7.3, 9.2, 9.5, 17.1, 17.11, 17.14, 17.9, 17.19</td></tr>
<tr><td>Sub-Programme:</td><td>finance and economic transformations Sub-programme</td><td>Expected Accomplishment(s):</td><td>2020-21: SP6
EA(a): Science-based approaches that support the transition to sustainable development through multiple pathways including inclusive green economy and sustainable trade, and the adoption of sustainable consumption and production patterns at all levels.
EA (b): Public, private and finance sectors increasingly adopt and implement sustainable management frameworks and practices.</td></tr>
</table>

			EA (c); Public and private sectors are increasingly aware of and support the adoption of sustainable lifestyles and sustainable consumption patterns.
UNEP approval date:	July 2020	**Programme of Work Output(s):**	2020-21 Outputs for EA (a): Output 4: Economic tools, technical assistance, policy assessments and capacity development provided to countries and regions to support achievement of the SDGs through multiple pathways, policies and action plans Output 5: Technical support provided to countries to replicate and scale up multiple successfully piloted approaches to sustainable development and related tools to mainstream resource efficiency, circular approaches and sustainable consumption and production Outputs for EA (b): Output 4: Tools and methodologies are developed and applied by businesses to enhance resource efficiency and innovation for environmental sustainability along value chains and improve reporting practices Output 6: Technical assistance is provided at the national and subnational levels to support the promotion and implementation of cleaner, resource-efficient production technologies and practices in industries, including small and medium-sized enterprises Outputs for EA c: Output 4: Sustainable lifestyles and education tools and activities for raising awareness and stimulating change, particularly at urban level, are developed and implemented
Expected start date:	July 2020	**Actual start date:**	July 2020
Planned operational completion date:	Initial Project: Programme of Work 2020-2021 and 2022-2023	**Actual operational completion date:**	Dec 2024

	Rev 1: Programme of Work 2022-2023and PoW 2024-2025		
Planned total project budget at approval (show breakdown of individual sources/grants):	**8,167,500 USD Germany** **359,660 USD - Norway** **221,815 Kuwait**	**Actual total expenditures reported as of [date]: Dec 2024**	**8,743,837USD**
Expected co-financing:	PSC Germany (13 %) PSC Norway (8 %)	**Secured co-financing**	**8,743,837USD**
First disbursement:	2020: $8,167,500	**Planned date of financial closure:**	Dec 2024
No. of project revisions:	1	**Date of last approved project revision:**	2023
No. of Steering Committee meetings:	Every 6 weeks	**Date of last/next Steering Committee meeting:**	Last: 4th November 2024 Next:
Mid-term Review *(planned date):*	Nov 2022 Rev: May-August 2023	**Mid-term Review (actual date):**	Nov 2023
Terminal Review *(planned date):*	Rev: December 2024	**Terminal Review (actual date):**	*Feb-June 2025*
Coverage – Country(ies):	*LAC: Mexico, Dominican Republic, Costa Rica, Colombia, Brazil, Argentina, Peru; Ecuador, Argentina.* *Africa: Ghana, Nigeria, Ethiopia, Uganda, Kenya, Rwanda, Tanzania, Mozambique, South Africa, Mauritius,* *West Asia: Yemen, Oman, Kingdom of Saudi Arabia, Kuwait, Jordan, Palestine, Syria, Lebanon, Iraq, Bahrain, , Qatar, United Arab Emirates* *Asia Pacific: Thailand, Vietnam, Cambodia, China, India, Pakistan* *Eastern Europe and Central Asia: Moldova, Armenia, Georgia, Kazakhstan, Kyrgyzstan, Uzbekistan, Moldova,*	**Coverage – Region(s):**	Africa, Asia Pacific, Europe, Latin America Caribbean, and West Asia
Dates of previous project phases:	n/a	**Status of future project phases:**	n/a

EXECUTIVE SUMMARY

Project background

1. The Global Opportunities for Sustainable Development Goals (GO4SDGs) initiative was launched by the United Nations Environment Programme (UNEP) in 2019 in response to mounting global urgency to transition towards more sustainable, resource-efficient, and inclusive development models. Anchored within UNEP's strategic focus on Sustainable Consumption and Production (SCP), the Project was designed to support the achievement with Sustainable Development Goal (SDG)12 (Sustainable Consumption and Production) and SDG 8 (Decent Work & Green Economies). Through collaboration with partnerships and stakeholders across five Regions the expected accomplishments are:

   a) Science-based approaches that support the transition to sustainable development through multiple pathways including inclusive green economy and sustainable trade, and the adoption of sustainable consumption and production patterns at all levels.

   b) Public, private and finance sectors increasingly adopt and implement sustainable management frameworks and practices.

   c) Public and private sectors are increasingly aware of and support the adoption of sustainable lifestyles and sustainable consumption patterns.

2. The Project was structured around four interlinked thematic areas: policy coherence, green and circular business, sustainable lifestyles and youth engagement, and capacity-building for SMEs. Activities were implemented across five priority regions: Africa, Asia-Pacific, Latin America and the Caribbean (LAC), Central Asia, and West Asia. The Project worked closely with UN agencies , technical partners , and regional platforms to contextualise solutions and build regional ownership.
3. The overall budget is 9,238,482 USD, including in-kind funding after the revision of the project, the main donor is the Federal Ministry for the Environment, Nature Conservation and Nuclear Safety of Germany.
4. The overall objective of the GO4SDGs initiative is to support countries in transitioning their economies to be sustainable and inclusive, achieving the 2030 Agenda and Paris Agreement. It incorporates outcomes that are divided into three components:

   Outcome one: Governments mainstream SCP, circularity and IGE in their regional and national policies and increase capacities on SDG related indicators through south-south cooperation, triangle exchanges and peer to peer learning

   Output one: National governments / campions have improved their knowledge and capacity on IGE and SCP policies, tools and indicators, through menu of services, best practices and access to South-South Cooperation (SSC), triangular exchanges and peer to peer learning and networking.

   Outcome two: Small and medium Sized Enterprises (SMEs), SMEs intermediaries and service providers adopt and/or promote the uptake of SCP/Resource Efficiency (RE) / circularity practices through capacity building, SSC, SMEs network and cooperation with financial institutions

   Output two: SMEs, SMEs intermediaries / service providers and networks supported demonstrate improved knowledge and capacity to integrate SCP/RE/Circularity of business activities in key sectors in close cooperation with private sector, strategic partners and financial institutions

Outcome three: Youth alliances, schools, universities and education partners adopt initiatives to empower youth to make informed sustainable choices

Output three: Youth alliances, schools, universities, and education partners have received technical support and tools and implemented initiatives empowering youth to make informed decisions as responsible consumers

This Review

5. This Terminal Review was conducted in 2025 to assess how effectively the Project delivered on its objectives and to extract actionable insights for future programme design. It evaluates GO4SDGs' strategic relevance, effectiveness, efficiency, sustainability, and cross-cutting factors such as gender, human rights, stakeholder engagement, and communication. The review also builds on findings from the 2023 Mid-Term Review (MTR), placing particular emphasis on the Project’s adaptive responses, institutional legacy, and potential for replication and upscaling.
6. The Review adopted a participatory and mixed-methods approach to ensure a comprehensive and inclusive assessment of the Project. Stakeholder engagement was prioritised throughout the review process to capture diverse perspectives from project partners, implementing agencies, regional coordinators, and beneficiary institutions. Both qualitative and quantitative data sources were utilised, drawing on primary data through bilateral interviews (conducted virtually), as well as secondary data from an extensive review of Project documentation.
7. The evidence collected was triangulated and systematically analysed against UNEP’s standard evaluation criteria and each criterion was rated using the six-point UNEP evaluation scale (ranging from Highly Satisfactory to Highly Unsatisfactory).
8. The methodology enabled the identification of key achievements and challenges, as well as lessons learned and areas for future opportunities.

Key findings

9. The GO4SDGs project was well aligned with UNEP’s Medium-Term Strategy (MTS) and the Programme of Work (PoW), particularly under the Finance and Economic Transformations subprogramme. The Project addressed global and regional environmental priorities by promoting circular economy principles, green jobs, sustainable tourism, and SME engagement. Its alignment with SDG 12, SDG8 and related goals was strong, and its ability to operate across five diverse regions reflected a commitment to global coherence and regional responsiveness. The project also complemented other multilateral efforts (e.g. 10YFP, PAGE) and built on synergies with UN sister agencies and national strategies.
10. The Project scope was ambitious and multi-thematic, covering SCP policies, SMEs, youth, green economy, lifestyles, tourism, food waste, textiles/fashion. . This is seen to have at times diluted its strategic focus. Despite this, the decentralised implementation model provided flexibility, allowing for opportunities to be seized effectively. The MTR highlighted this flexibility as a lack of focus and recommended a more focused approach. This has mostly been addressed in the second half of implementation, in response to the MTR’s recommendations.
11. GO4SDGs achieved a wide range of outputs, including high-quality tools, guidelines, regional partnerships, and stakeholder engagement platforms. It succeeded in establishing or strengthening regional coalitions (e.g. the LAC Circular Economy Coalition, Youth Pact, SEED Ecosystem) and facilitated regional and national uptake

of sustainable tourism standards in Africa and Central Asia. However, the breadth of activity made it difficult to measure and aggregate outcome-level impact.

12. The Project followed UNEP's financial procedures, with good communication between technical and financial teams. Financial reporting was timely, and co-financing targets were exceeded. However, the relatively modest budget, especially when distributed across five regions, limited the depth of intervention. The Project functioned effectively as seed funding, but the absence of a robust resource mobilisation strategy constrained follow-up and scale-up efforts.
13. The core project management team was commended for its responsiveness, follow-up, and leadership. However, administrative bottlenecks in UNEP's internal systems caused delays in procurement and contracting. While regional teams were praised for being resourceful and agile, coordination across global and regional levels could have benefited from more structured planning and human resources support.
14. Monitoring frameworks were updated post-inception to include SMART indicators, gender considerations, following recommendations from the MTR. Progress reports were submitted regularly and provided a clear overview of activities and results. Following the MTR, efforts were made to improve results capture and consolidate outputs into a centralised repository, enabling better documentation and knowledge sharing across regions and with external stakeholders.
15. Socio-political sustainability was strongest where regional visibility and partnerships with governments were established, especially through regional offices and long-standing coalitions. However, political buy-in varied, and in several regions, momentum risks being lost without ongoing leadership. Some partners have integrated GO4SDGs activities into ongoing programmes or secured independent funding, but broader continuation plans were underdeveloped. The Project demonstrated strong potential for institutional sustainability, especially where partners like SEED, WRAP, and ILO successfully integrated GO4SDGs tools and methodologies into their ongoing programmes. These collaborations fostered continued application of Project approaches beyond its formal end. Notably, collaboration with global platforms such as the 10-Year Framework of Programmes (10YFP) and UNEP Finance Initiative (UNEP FI) created pathways for key initiatives to be absorbed into ongoing global efforts.
16. GO4SDGs incorporated gender equality into its design and reporting, and several activities promoted the inclusion of women and youth, particularly in entrepreneurship, policy dialogues, and regional training events.
17. Stakeholder engagement was one of the defining strengths of the Project. The initiative successfully built and mobilised a diverse network of actors through a decentralised model and regional coordination mechanisms, enabling it to work responsively and contextually, developing trust-based relationships with front-line partners. This regional anchoring was particularly effective in creating localised ownership, facilitating bilateral dialogues with ministries, and ensuring the inclusion of underrepresented groups such as SMEs and youth in high-level policy conversations.
18. The Project also played an important convening role, acting as an ecosystem builder that enabled mutual learning across geographies. Many interviewees emphasised the value of GO4SDGs in expanding regional circular economy and SCP ecosystems. Stakeholders described the Project's collaborative tone, flexibility, and responsiveness as critical enablers of engagement.
19. Despite these strengths, several operational gaps constrained the Project's full stakeholder engagement potential. Thematic breadth and shifting priorities made it

difficult for some stakeholders to clearly identify where and how they could best contribute. In several instances, partners expressed confusion regarding the Project's evolving focus, and noted that engagement processes lacked sufficient structure or consistency, particularly for those onboarded after the Project's inception.

20. Similarly, while internally recognised, the GO4SDGs brand was often indistinct from broader UNEP programming to external partners. This limited the Project's ability to establish a stand-alone narrative, created ambiguity and in some cases hindered long-term institutional buy-in. Partners noted that a more coherent visual identity and external communication strategy at an early stage could have strengthened the Project's positioning, particularly when advocating for policy integration or cross-sector investment.

Conclusions

21. Based on the findings from this review, the project demonstrates performance at the "Satisfactory (S)" to "Highly Satisfactory (HS)" level overall. The Evaluation Office notes that only one performance rating can be accepted and has confirmed the consultant's rating of Satisfactory is most consistent with the report's contents. The Project showed clear relevance to UNEP's strategic objectives and global SDG priorities, delivering impactful activities and outputs under modest financial allocations. It was particularly effective in stakeholder engagement, knowledge product development, institutional partnerships, and regional anchoring.
22. The Project's greatest strengths lie in its ability to establish inclusive and adaptable networks, mainstream SCP and circular economy principles into institutional practices, and generate visibility for underfunded topics such as sustainable tourism, youth engagement, and green SMEs. Its decentralised structure facilitated local responsiveness and ownership.
23. The Project also demonstrated agility in responding to the MTR, narrowing focus and reinforcing effective components such as the Green Jobs for Youth Pact and tourism initiatives in Africa and Central Asia. Monitoring and reporting frameworks improved post-MTR, contributing to stronger documentation and adaptive planning. Communication and public awareness efforts were far-reaching, with multiple newsletters, knowledge products, and databases distributed to thousands of stakeholders globally.
24. However, the Project did face several challenges. Its broad thematic scope and opportunistic spread of initiatives made it harder in some cases to maintain coherence or articulate a unified brand identity. Several stakeholders expressed difficulty in navigating shifting Project priorities or understanding their roles in a loosely structured network. Branding, while internally recognised, lacked external clarity, which limited advocacy potential and partner visibility.
25. The Project made tangible strides toward ensuring continuity beyond its operational lifetime. One of the strongest aspects was the institutional sustainability of Project outputs. Numerous technical partners internalised SCP approaches into their broader programming, ensuring continued relevance and implementation even after project closure.
26. Importantly, the Project proactively aligned key outputs and thematic workstreams with global initiatives such as the UNEP Finance Initiative (UNEP FI) and the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns (10YFP). This alignment also enhanced GO4SDGs' contribution to global policy

coherence and offered downstream actors access to established support structures.

27. The Project also catalysed action among partners who continued certain pilot activities using their own resources or through integration into other funded programmes. While more structured exit strategies and resourcing plans would have furthered these outcomes, the foundational work laid by GO4SDGs offers a replicable pathway for embedding sustainability in future SCP and circular economy projects. The proactive outreach to donors and integration of key initiatives into ongoing UNEP platforms are noteworthy signs of forward planning and commitment to lasting impact.

28. The Project also made meaningful progress in gender inclusion, by embedding gender indicators and disaggregated data where possible, and showed sensitivity to regional socio-political contexts. Environmental and social safeguards were addressed adequately at inception, and no major issues emerged during implementation.

Lessons Learned

29. Lesson 1: Decentralised delivery supports contextual relevance and ownership: GO4SDGs' regional implementation model allowed rapid engagement with local actors and tailored responses to regional priorities. This enhanced relevance and ownership but highlighted the need for stronger national anchoring to maximise consistency and long-term uptake.

30. Lesson 2: Co-created, context-sensitive tools have higher uptake and utility: Project outputs were developed collaboratively with stakeholders and tailored to local policy or capacity gaps. This underscores the importance of user-driven design in knowledge tool development.

31. Lesson 3: Strategic flexibility must be grounded in clearly defined objectives: The Project's ability to respond to new priorities/needs was a major strength. However, without strong thematic boundaries, this flexibility sometimes diluted coherence and made strategic alignment harder to communicate or track.

32. Lesson 4: Focused interventions create deeper and more measurable results: The wide thematic and geographic spread of GO4SDGs enabled reach, but often limited the depth of institutional change. Future initiatives would benefit from a more concentrated scope that supports impact and clarity.

33. Lesson 5: Clear messaging and a strong project identity enhance communication effectiveness: While GO4SDGs successfully aligned its visual identity and communication platforms with UNEP's broader institutional presence, clearer messaging and a more coherent narrative could have strengthened external understanding of the project's unique contribution. Future initiatives should ensure communications articulate a distinct value proposition while reinforcing UNEP's overall identity.

Recommendations

34. Recommendation 1: Ensure greater thematic focus and strategic coherence in future project design: GO4SDGs' broad thematic scope enabled wide engagement but reduced coherence and made impact measurement difficult. A more focused approach would allow for stronger integration, deeper stakeholder engagement, and more robust results tracking.

35. Recommendation 2: Institutionalise sustainability and exit strategies at the design stage: Sustainability varied across regions due to the lack of early planning for

institutional handover, partner capacity-building, and fundraising strategies. Future initiatives should co-develop sustainability roadmaps and toolkits with partners from the outset, building absorptive capacity and aligning activities with national systems and funding pathways.

36. Recommendation 3: Strengthen monitoring systems to track institutional uptake and long-term use of project tools. Future projects should integrate follow-up mechanisms and outcome-level indicators to capture sustained influence and support scaling efforts.

37. Recommendation 4: Ensure alignment and sustained engagement, future projects should introduce a structured onboarding process that clarifies the initiative's objectives, expected contributions from partners, and its alignment with UNEP's broader institutional identity. A Partner Engagement Toolkit and harmonised messaging strategy could help reinforce purpose, identity, and collaboration across stakeholders.

38. Recommendation 5: Build on the success of the Project's digital communication tools (e.g. live webinars, podcasts, dashboards) to capture and share project challenges and solutions in real time, further enhancing peer learning and visibility across regions.

Validation

The report has been subject to an independent validation exercise performed by UNEP's Evaluation Office. The performance ratings for the GO4SDGs project, set out in the Conclusions and Recommendations section, have been adjusted as a result. The overall project performance is validated at the '**Satisfactory**' level. Moreover, the Evaluation Office has found the overall quality of the report to be Satisfactory (see Annex X).

I. INTRODUCTION

39. This Terminal Review is commissioned by the United Nations Environment Programme (UNEP) as part of its standard accountability and learning processes, and in accordance with the organization's evaluation policy and guidelines. As a management-led review, it provides a comprehensive assessment of the performance of the GO4SDGs initiative at its point of operational closure. The review seeks to verify performance of outputs, outcomes, and resource use as well as to extract learning to inform future programming and partnerships.

40. The review has several key objectives:

    - Assess the relevance, coherence, effectiveness, efficiency, impact, and sustainability of the project against its stated objectives and UNEP's strategic results framework;
    - Determine the impact of the Project in contributing to systemic shifts toward sustainable consumption and production (SCP), inclusive green economy (IGE), and circularity in the target regions;
    - Examine the quality of partnerships and stakeholder engagement and how these influenced the outcomes achieved;
    - Evaluate whether cross-cutting issues such as gender, youth, South-South cooperation, and digital transformation were meaningfully addressed.

41. The Terminal review seeks to enhances accountability to donors, partners, and beneficiaries by demonstrating transparency in how resources were used and what results were achieved as well as promoting organisational learning by identifying success factors, missed opportunities, and lessons that can improve the design and implementation of similar initiatives in the future;

42. It aims to strengthen strategic decision-making, providing UNEP and its partners with evidence-based insights into where value was added, what capacities were built, and which models are most effective in advancing the 2030 Agenda and the Paris Agreement;

43. The primary audiences for the review include UNEP staff at global and regional levels, the UNEP Evaluation Office, project implementing partners, donors, and a broader range of stakeholders across public, private, and civil society sectors. The review covers the full implementation period from July 2020 to December 2024 and draws on a combination of document analysis, stakeholder consultations, and performance data to reach its findings and recommendations.

II. REVIEW METHODS

44. The Review employed a mixed-methods approach to ensure a credible, evidence-based assessment of the Project's performance, results, and lessons. The methodology was designed to align with UNEP's standards for management-led reviews, focusing on the OECD-DAC evaluation criteria, UNEP's six-point performance rating system, and incorporating cross-cutting issues such as gender, youth, human rights, and South-South cooperation.
45. The review drew on both primary and secondary sources of evidence to assess the relevance, effectiveness, efficiency, sustainability, and impact of the project.
46. A comprehensive desk-based review was undertaken, examining a wide range of core documents provided by the UNEP project team and relevant stakeholders (Annex 1). This document review enabled triangulation of reported achievements, identification of implementation gaps, and verification of results against project targets.
47. As a key element of the Terminal Review, stakeholder consultations were conducted to collect qualitative insights into the performance, relevance, and perceived impact of the GO4SDGs initiative. These consultations were designed to complement the desk-based analysis by bringing in the lived experiences, contextual perspectives, and forward-looking views of project actors and beneficiaries.
48. Over 27 invites were sent to selected stakeholders and approximately 15 semi-structured interviews were conducted virtually between in May 2025. Stakeholders were purposively selected based on their involvement in the delivery, coordination, or monitoring of GO4SDGs activities and aimed to represent the Project's three core components: policy/government stakeholders, SME and private sector actors, and youth/educational partners.
49. Geographical representation was also considered including stakeholders from across the five UNEP regional offices. Where stakeholders had been previously interviewed during the MTR, targeted follow-up questions were used to assess progress and adaptation post-MTR.
50. Interviews were guided by a structured question matrix designed specifically for the Terminal Review. This tool ensured a consistent approach while allowing for tailoring based on the respondent's role and experience. The interview framework covered nine thematic domains: role and involvement, relevance, effectiveness, efficiency, sustainability, impact and value, collaboration and partnerships, inclusion and participation, learning and recommendations.
51. Interview responses were recorded through detailed notes, anonymised to ensure confidentiality, and analysed using a thematic coding approach. Where necessary, triangulation with documentation and MTR findings was applied to verify the consistency of reported outcomes and challenges.
52. A notable limitation was the absence of a field visit which was deemed a non-essential for this Review for several reasons. Time constraints were a key factor. The review was scheduled for completion within a tight timeframe, and international travel would have significantly delayed stakeholder interviews and the delivery of key findings.
53. The Terminal Review consultant has also conducted the Mid-Term Review (MTR) in 2023, during which in-person engagement took place with the UNEP global coordination team and several regional representatives in Nairobi. These previous

interactions had already established familiarity with many of the regional implementation teams and key contextual issues.

54. The field visit under consideration for the Terminal Review was a mission to Berlin to meet with the primary donor (BMUV). However, after assessing the donor's availability, an in-person visit would have posed logistical challenges and could have caused further delays to the Review. Moreover, interviews with BMUV representatives and other key partners were successfully conducted virtually.
55. Given the broad geographical distribution of stakeholders across five UNEP regions, a single visit to any one country or office would have provided limited additional insight and risked skewing the review toward one context. In contrast, the virtual interview strategy enabled a broader reach, allowing engagement with stakeholders from every region, thematic area, and level of involvement.
56. As a result, a virtual methodology was agreed upon, as both more efficient and more inclusive. This approach enabled wider participation across time zones, reduced the carbon footprint of the review, and allowed for a more equitable distribution of voices from all stakeholder groups.
57. Despite the absence of site visits, data triangulation, robust stakeholder sampling, and the evaluator's prior in-person exposure to the project context helped ensure the depth, credibility, and balance of the review's findings.

Table 2 *Respondents' Sample*

		# people involved (M/F)	# people contacted (M/F)	# respondent (M/F)	% respondent
Project team (those with management responsibilities e.g. PMU)	Implementing agency			4/5	
	Executing agency/ies			4/4	
	# entities involved	# entities contacted	# people contacted (M/F)	# respondent (M/F)	% respondent
Project (implementing/ executing) partners *(receiving funds from the project)*	0	0	27	8/9	62%
Project (collaborating/contributing[3]) partners *(not receiving funds from the project)*	0	0	0	0	0
Beneficiaries: *Examples:* Duty bearers Gate keepers Direct beneficiaries Indirect beneficiaries Civil society representatives	0	0	0	0	0

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

III. THE PROJECT

A. Context

58. The GO4SDGs Project (the Project) was developed and implemented under the UNEP Industry and Economy Division, specifically the Resources and Markets Branch. It contributes to UNEP's Subprogramme on Resource Efficiency and aligns with the Expected Accomplishments (EA) a, b, and c under the Programme of Work (PoW) 2020–2021 and 2022–2023. Following a project revision, it was also aligned with PoW 2024–2025 and UNEP's Medium-Term Strategy (MTS) 2022–2025.

59. Launched in 2020 to support countries in accelerating progress towards the 2030 Agenda for Sustainable Development, particularly Sustainable Development Goals (SDGs) 8 (Decent Work and Economic Growth), 12 (Responsible Consumption and Production), 13 (Climate Action), and 17 (Partnerships for the Goals). The initiative acts as a regional enabler to scale sustainable consumption and production (SCP), circularity, and inclusive green economy (IGE) practices by leveraging and linking existing UNEP platforms, tools, and partnerships.

B. Objectives and components

60. The Project was designed to strengthen regional capacities and networks through three strategic entry points: (i) empowering policymakers and institutions to mainstream SCP and IGE policies, (ii) supporting SMEs and intermediaries in adopting circular practices, and (iii) equipping youth with tools and knowledge for sustainable lifestyles. GO4SDGs engaged stakeholders across five UNEP regions: Africa, Asia Pacific, Europe and Central Asia, Latin America and the Caribbean, and West Asia. Formal implementation partners included UNDP, the International Labour Organization (ILO), SEED, ITUC, and the World Economic Forum (WEF), among others.

61. The Project was initially planned for a duration of 36 months (July 2020 to June 2023), but following a 2022 project review, it was extended until December 2024 to align with donor commitments and UNEP's updated strategic frameworks. The secured budget amounted to approximately USD 9.2 million, with the principal donor being the German Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection (BMUV).

C. Stakeholders

62. GO4SDGs engaged a broad and strategically diverse set of stakeholders, organised across multiple levels of influence, roles, and thematic focus. Stakeholders were grouped according to their contributions to the Project's three core components: policy development, support to small and medium-sized enterprises (SMEs), and youth empowerment for sustainable lifestyles.

63. Policymakers and Institutional Partners included national ministries, regional intergovernmental bodies (e.g., AMCEN, the League of Arab States), and UN system partners such as UNDP, ILO, UNICEF, UNIDO, UN Tourism, FAO, and UNEP's regional offices. Their primary role was to promote enabling policy frameworks and integrate sustainable consumption and production (SCP) and circular economy principles into national and regional plans. Many acted as conveners and institutional champions.

64. Implementing Partners and Technical included organisations such as SEED, WRAP, the One Planet Network, and regional academic institutions (e.g., Tongji University, Los Andes University) provided capacity-building, technical support, and regional

outreach. Their contribution was central to scaling knowledge and tools across SMEs, public institutions, and local stakeholders.

65. SMEs and Financial Sector Intermediaries included small businesses targeted as engines of innovation and sustainability. Supported through tailored capacity-building and match-making initiatives (e.g., SEED Catalyser), these stakeholders were both beneficiaries and active agents in driving greener practices at the operational level.

66. Youth Networks and Educational Institutions included university partners, youth organisations, and social enterprises critical in driving behavioural change and sustainable lifestyle initiatives and campaigns. Youth were engaged not only as beneficiaries but also as co-creators and advocates, particularly under the Green Jobs forYouth Pact and leadership training components.

67. Donors and Strategic Partners included The Government of Germany (BMUV) and global entities such as the World Economic Forum played a strategic financing and policy-shaping role, offering guidance, visibility, and alignment with international agendas.

D. Project implementation structure and partners

68. GO4SDGs was implemented by UNEP as both the executing and implementing agency, operating through its Economy Division, with coordination by a global project team based in Nairobi and with Programme offices (P3) based in each of the five regional offices (Africa, Asia Pacific, Latin America, Central Asia and West Asia). The Project was designed with a decentralised implementation model, where UNEP's five regional offices played a lead role in delivering context-specific activities and engaging local partners.

69. A central feature of the implementation structure was its partnership model. The project strategically partnered with Global Initiatives (10YFP, PAGE, IRP, UNEP-FI, SEEDs) and UN agencies, technical organisations, development networks, and NGOs to co-deliver capacity-building, advisory support, knowledge generation, and regional dialogue. These partnerships enabled UNEP to draw on existing tools, platforms, and networks to maximise efficiency and reach.

70. Financial support and strategic oversight were provided by the Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection (BMUV) of Germany, the project's primary donor.

71. This multi-layered structure allowed GO4SDGs to remain agile, context-sensitive, and responsive to regional needs while maintaining a unified global vision and delivery framework.

Table 3 Project Partners and their Roles

Partner/Agency	Role in Project Delivery
UNEP HQ & Regional Offices	Project management, coordination, and regional implementation
BMUV (Germany)	Donor, strategic guidance, policy coherence
SEED	Capacity building for SMEs, innovation labs
WRAP	Technical support on food waste and circularity
GGKP / I-GO	Development and dissemination of green industry tools and SME platforms
ILO / UNDP / UNICEF / UNSSC	Youth engagement, skills development, policy support
UNEP FI	Sustainable finance tools and outreach to financial intermediaries
Academic Institutions (IRP, ARIUSA)	Research, training modules, and support for regional dialogues
One Planet Network / 10YFP	Thematic coordination on SCP, textiles, food, tourism

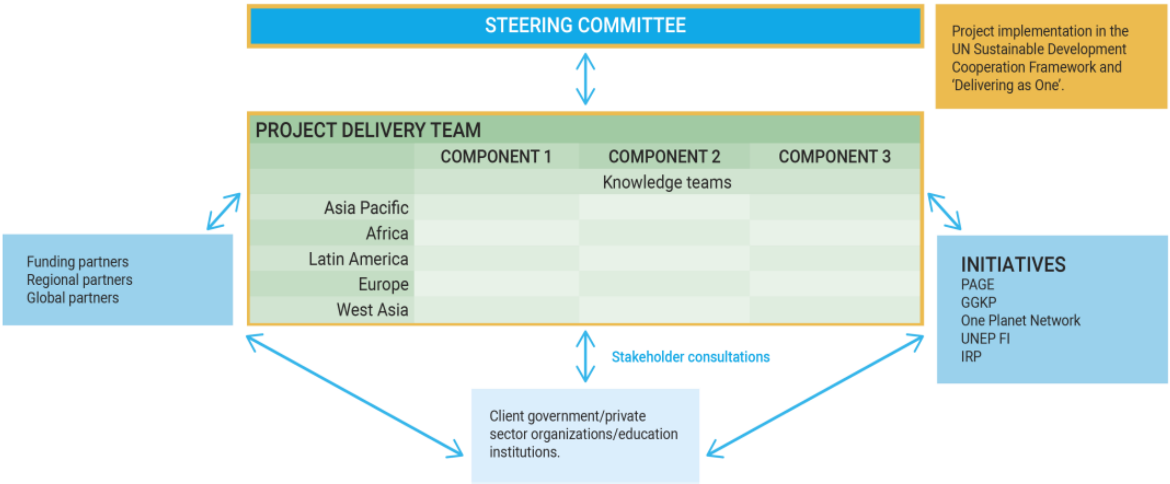


Figure 1: Organigram of the Project with key project key stakeholders

E. Changes in design during implementation

72. The GO4SDGs initiative remained largely consistent with its original design but underwent several key adjustments during its implementation to respond to global developments, strategic opportunities, and internal learning.

Date	Key Event	Description
Mar-20	COVID-19 Pandemic Onset	Shift from in-person to virtual activities due to the pandemic; enhanced digital engagement with youth and SMEs.
Jul-20	Project Inception	Launch of implementation with a 36-month timeline and USD 9.2 million budget funded by BMUV.
2022	Mid-Term Review and Adaptive Adjustments	Internal actions post-MTR recommendations ; strengthened focus on youth and SME components.
Early 2023	No-Cost Extension Approved	Extension of project timeline to December 2024 to consolidate delivery and ensure uptake of key initiatives.
2023 - 2024	Strategic Realignment with UNEP's MTS	Activities aligned with UNEP's updated Medium-Term Strategy and subprogramme objectives.

73. The MTR completed in 2023, identified several recommendations, particularly around strategic focus, regional engagement, youth and SME follow-up, and results documentation. The Project Team responded to these recommendations through a combination of adaptive management actions, strengthened partner engagement, and targeted content development.

Table 4 Synthesis of MTR Recommendations and Actions taken

MTR Recommendation	Response / Action Taken
Clarify and refine the Project's theory of change, including results chains.	The project team reviewed and operationalised the theory of change more explicitly in coordination materials, planning meetings, and reporting.
Improve the tracking and documentation of results and lessons.	A more systematic results-monitoring system was put in place, including case studies, internal reflection reports, and partner narratives to showcase outcomes.
Increase focus on sustainability and institutionalisation of tools and platforms.	Greater emphasis was placed on anchoring outputs in existing regional platforms and integrating into national and institutional processes (e.g., policy dialogues, curriculum uptake).
Strengthen youth engagement through clearer strategic pathways and follow-up.	A new action plan for the Youth Pact was developed, including youth-led campaigns, green skills curricula, and leadership workshops in Africa and Asia-Pacific.
Enhance SME and intermediary support, beyond awareness-raising.	Tools such as the I-GO platform (via GGKP) and the SEED Replicator were rolled out with follow-up technical assistance in select countries.
Align more clearly with UNEP's revised Medium-Term Strategy (MTS).	Activities were re-mapped to reflect direct contributions to the MTS (2022–2025) Expected Accomplishments under the Resource Efficiency subprogramme.
Strengthen regional coherence and integration of cross-cutting issues (e.g. gender, digital, South-South).	Gender-sensitive approaches were embedded across regions, and more use was made of digital engagement. South-South collaboration was supported through regional workshops and partner exchanges.

F. Project financing

74. The GO4SDGs project was primarily funded by the BMUV which provided the core project budget of USD 8.1 million through a dedicated grant. In addition to this main funding stream, the Government of Norway contributed USD 359,669 and Kuwait with USD 221,815 to enhance the Project.

75. Beyond direct financial contributions, the project benefited from significant in-kind co-financing, estimated at USD 1.11 million.

Funding by source (Life of project) *All figures as USD*	**Planned funding**	**Secured funding**	**Expended**
Funds from the Environment Fund			
Funds from the Regular Budget			
Extra-budgetary funding (listed per donor):			
Donor A: Germany	8,168,316	8,188,154	8,162,353
Donor B: Norway	188,166	360,715	359,669
Donor C: Kuwait		221,815	221,815
Sub-total: Project Funding	***8,356,482***	***8,770,684***	***8,743,837***

Donor/Partner	Type	Contribution (USD)	Notes
Government of Germany (BMUV)	Financial Grant	8,162,353	Primary funder; core financing across all components
Government of Norway	Financial Grant	359,669	Norway (2022) : 100,000: Carry out capacity development for SMEs on Eco-Innovation in LAC Norway (2022)35,000 To support IGO Africa, LAC, Europe Norway (2021)192,000Agro-Technologies LAC
Government of Kuwait	Financial grant	221,815	financing across all components with focus in West Asia
UNEP	In-kind	500,000	Staff time, coordination, and support services

Besides the financial contribution to GO4SDGs registered in its ProDoc. The GO4SDGs team mobilied resources, but often were reflected in other grants and ProDoc.

Donor	Amount (USD)	Activity	Region
UNDA (2021)	90,000	Capacity development for SMEs (cooperation IGO)	Central Europe
IDB (2022)	20,000	Support the regional study on Financing circularity & engagement Mexico.	LAC
Sweden (2022)	100,000	Support Regional Multi-stakeholder Consultation for S+50	Global
UNDA (2023)	650,000	Support the implementation of the Green Jobs for Youth pact in regions	Africa, LAC
Sweden 2023	50,000	Green Jobs for Youth Pact	Global
CTCN	350,000	Capacity building for Financial institutions to support circular economy	LAC
TOTAL	**1,260,000**		

76. Overall, the combination of core donor funding, strategic bilateral support, and collaborative in-kind co-financing allowed the project to leverage its resources efficiently while maintaining flexibility and thematic breadth.

IV. THEORY OF CHANGE AT REVIEW

77. The TOC at Review describes three primary causal pathways, each starting from a set of outputs, moving through intermediate outcomes, and ultimately contributing to the long-term systemic shift towards SCP and circular economy practices. Each pathway is supported by drivers (enabling factors) and constrained by assumptions (risks to be mitigated).

78. The structure of the Theory of Change and the results framework developed as part of the Project is in keeping with the standard approach of the UN. Both represent a change process from a cause-and-effect perspective.

79. The ambition of the Project as detailed in the Theory of Change is high, with large causal pathway jumps. The causal pathway from activities and outputs to the outcomes as reflected in the ToC could therefore have been made stronger with the addition of further assumptions, backed by evidence-based data of similar project outcomes, or by including an additional layer of outcomes to better reflect a more realistic change process from a cause-and-effect perspective

80. The TOC at Review was reconstructed through an iterative process. Several design adaptations and revisions to the TOC were made following the MTR. These included (Highlighted in red):

81. Long-term impact statement : Countries are transitioning their economies to be sustainable and inclusive, aligned with the 2030 Agenda and the Paris Agreement.

82. Intermediate statement: Governments, SMEs (including SME intermediaries and service providers), and youth are implementing Sustainable Consumption and Production and inclusive green economy practices, including green jobs for youth, to achieve SDGs.

83. Outcome statements:

84. **OC1**: Governments mainstream SCP, circularity, and IGE in their regional and national policies (e.g., national strategies, NDCs, biodiversity strategies, or similar) including green jobs for youth in high-impact sectors while increasing capacities on SDG-related indicators through south-south cooperation, triangle exchanges, and peer-to-peer learning.

85. **OC2:** SMEs, SMEs intermediaries, and service providers adopt and/or promote the uptake of SCP/Resource Efficiency/circularity practices through capacity building, SSC, SMEs networks, and cooperation with financial institutions.

86. **OC 3:** Youth alliances, schools, universities, and education partners adopt initiatives to empower youth to make informed sustainable choices.

87. Outputs statements

88. **OP 1:** National Governments/champions have improved their knowledge and capacity on IGE and SCP policies, tools, and indicators, including those related to the promotion of green jobs for youth, through a menu of services, best practices, and access to South-South Cooperation (SSC), triangular exchanges, peer learning, and networking.

89. **OP 2**: SMEs, SMES intermediaries / service providers and networks supported demonstrate improved knowledge and capacity to integrate CP/RE/Circularity of business activities in key sectors in close cooperation with private sector, strategic partners and financial institutions.

90. **OP 3:** Youth alliances, schools, universities and education partners have received technical support and tools (guides, campaigns, education modules, innovation awards and peer to peer learning) and implemented initiatives empowering youth to make informed decisions as responsible consumers.

91. Activities

92. OP 1 Activities:

93. Developing and delivering nationally and regionally coordinated capacity building and raising awareness on mainstreaming of SCP, IGE, including the promotion of green jobs for youth, in policies. The recommendation from the MTR allows the following breakdown: Facilitating South-South cooperation, peer-to-peer learning, and networking, Learning and exchanges on monitoring and reporting SCP and IGE-related SDGs.

94. OP2 Activities:

95. Providing capacity building to SMEs and start-ups

96. Facilitating exchanges across strategic partners, the private sector.

97. Engaging financial institutions to provide financing for SMEs and start-ups.

98. OP3 Activities:

99. Engaging formal and non-formal youth networks through raising awareness-raising and information campaigns

100. Supporting training modules and leadership academies for youth.

101. Facilitating peer-to-peer learning and networking with higher-education institutions.

102. The changes above would include slight mediation of indicators to better measure the impact of activities as indicated in **Recommendation #2 of the Midterm reviews.**

103. OP 1, Indicator 1,

104. Number of menu of services, SCP/circularity/IGE tools, sectoral policies, approaches, and indicators, including green jobs for youth, used by governments to design policies and initiatives.

105. Definition of mainstreaming in this context: Mainstreaming Refers to the process of integrating sustainable consumption and production (SCP), circularity and inclusive green economy (IGE) approaches into existing or new governmental policies, resolutions, and / or initiatives at both regional and national levels. This integration involves incorporating these principles and practices into various policy documents and strategies such as national strategies, Nationally Determined Contributions (NDCs), and biodiversity strategies, among others.

106. The overall objective of the GO4SDGs initiative is to support countries in transitioning their economies to be sustainable and inclusive, achieving the 2030 Agenda and Paris Agreement. It incorporates outcomes that are divided into three components:

107. Outcome one: Governments mainstream SCP, circularity and IGE in their regional and national policies and increase capacities on SDG related indicators through south-south cooperation, triangle exchanges and peer to peer learning

108. Output one: National governments / campions have improved their knowledge and capacity on IGE and SCP policies, tools and indicators, through

menu of services, best practices and access to SSC, triangular exchanges and peer to peer learning and networking.

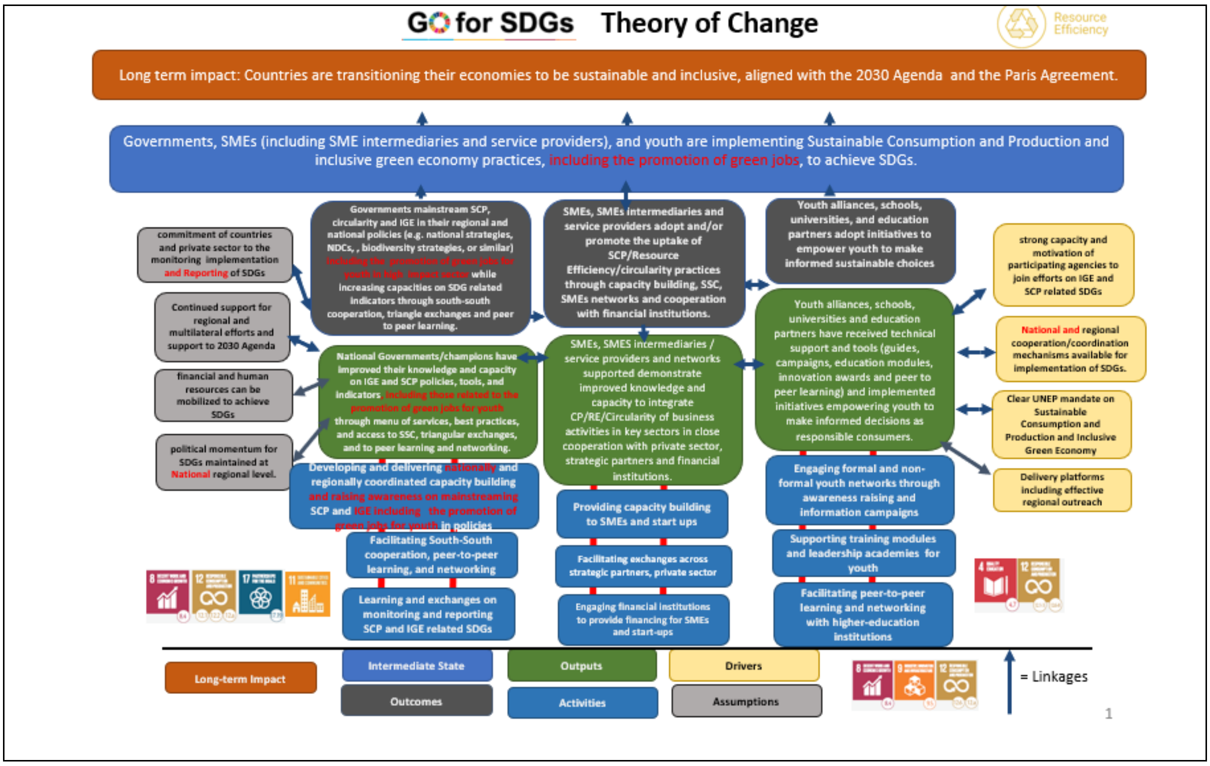
109. Outcome two: SMEs, SMEs intermediaries and service providers adopt and/or promote the uptake of SCP/Resource Efficiency / circularity practices through capacity building, SSC, SMEs network and cooperation with financial institutions

110. Output two: SMEs, SMEs intermediaries / service providers and networks supported demonstrate improved knowledge and capacity to integrate CP/RE/Circularity of business activities in key sectors in close cooperation with private sector, strategic partners and financial institutions

111. Outcome three: Youth alliances, schools, universities and education partners adopt initiatives to empower youth to make informed sustainable choices

112. Output three: Youth alliances, schools, universities, and education partners have received technical support and tools and implemented initiatives empowering youth to make informed decisions as responsible consumers

ToC Diagram



V. REVIEW FINDINGS

A. Strategic Relevance

Alignment to UNEP's UNEP Medium Term Strategy[4] (MTS), Programme of Work (POW) and Strategic Priorities

113. The GO4SDGs project demonstrated strong strategic relevance across multiple dimensions of UNEP's mandate. Its alignment with global sustainability goals, UNEP's Medium-Term Strategy (MTS 2022–2025), and its Programme of Work (PoW) was clearly evidenced throughout its design and implementation.

114. The Project contributed directly to the Resource Efficiency subprogramme under UNEP's MTS, with strong correspondence to all three of its Expected Accomplishments (EAs). Through its policy engagement and capacity-building activities, the project supported the creation and operationalisation of enabling environments for sustainable consumption and production (SCP), aligning with EA(a). It fostered private sector adoption of green and circular practices, thereby addressing the aims of EA(b), while its work with youth, public institutions and regional stakeholders enhanced the capacity of multiple actors to contribute to SCP transitions, consistent with EA(c).

115. Following the MTR, the project undertook targeted adjustments to ensure even closer alignment with the MTS. This included strengthening the articulation between regional outputs and UNEP's updated results framework and ensuring that project reporting clearly reflected contributions to the subprogramme's expected results.

116. The Project also responded effectively to UNEP's cross-cutting priorities. Gender equality, while not a formal objective, was integrated through targeted support to women-led SMEs and inclusive youth programmes. Human rights considerations were reflected in the Project's emphasis on participatory approaches and the inclusion of marginalised voices, particularly in the youth stream.

117. The Project embraced digital transformation by rapidly adapting tools and platforms for virtual engagement and remote delivery, expanding its reach and accessibility.

118. South-South cooperation was evident in the facilitation of peer learning, technical exchange, and capacity-sharing between countries and regions, a feature that proved particularly valuable in the African and Latin American contexts.

119. Beyond UNEP's institutional frameworks, GO4SDGs aligned strongly with global sustainability commitments, including the 2030 Agenda for Sustainable Development. The Project's contributions were especially relevant to SDG 12 on responsible consumption and production, SDG 8 on decent work and economic growth, SDG 13 on climate action, and SDG 17 on partnerships for the goals.

120. The Project also supported the implementation of the Paris Agreement by promoting low-carbon, resource-efficient development pathways, and played a recognised role within the One Planet Network (10YFP), contributing knowledge and

[4] 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.

operational tools in priority thematic areas such as food systems, tourism, and the textiles value chain.

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

Alignment to Donor/GEF/Partners Strategic Priorities

121. GO4SDGs demonstrated a high level of alignment with the strategic priorities of its principal donor BMUV as well as with those of co-funders and institutional partners.

122. The Project directly contributed to BMUV's ambition to support the implementation of the 2030 Agenda, particularly SDG 12, while advancing climate-related co-benefits through systems-level change. The emphasis on strengthening enabling policy frameworks, promoting green innovation among SMEs, and empowering youth as agents of sustainability were all areas of shared strategic interest. In particular, BMUV's support for the development of regional SCP platforms and the integration of circularity into national strategies was reflected in GO4SDGs' design and execution.

123. In addition to Germany, the Government of Norway provided targeted funding to support SMS with the IGO tool, youth entrepreneurship for sustainable food systems and agro-technologies. . This contribution was fully aligned with Norway's international development priorities, which emphasise climate action, environmental governance, youth empowerment, and inclusive green transitions.

Rating for Alignment to Donor/GEF/Partners Strategic Priorities: HS

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

124. At the regional and national levels, the project demonstrated agility and responsiveness to context-specific priorities. Each UNEP regional office adapted the Project to meet local needs and opportunities, ensuring relevance to existing policy frameworks and institutional landscapes. In Africa, for example, the project aligned closely with the African Ministerial Conference on the Environment (AMCEN) agenda, supporting green jobs and circular economy integration. In Latin America and the Caribbean, there was a particular emphasis on innovation and SME support, while in Asia-Pacific, Europe and Central Asia, and West Asia, the project addressed sustainable lifestyle transitions and policy coherence. The engagement of regional technical partners, national governments, and local intermediaries further enhanced the project's ability to respond to on-the-ground demand.

125. Stakeholder interviews confirmed that GO4SDGs met a demonstrable need and filled a key implementation gap in the global SCP landscape. The Project's added value was seen in its ability to operationalise high-level policy commitments through practical tools, regional dialogues, and institutional partnerships.

126. Many stakeholders cited its role in supporting SCP mainstreaming, mobilising youth leadership, and providing SMEs with accessible, action-oriented resources as timely and catalytic. The Project's structure allowed it to complement, rather than duplicate, ongoing initiatives, and it was widely regarded as leveraging UNEP's comparative advantage in convening and technical expertise

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

Complementarity with Existing Interventions/Coherence

127. The Project also aligned closely with the institutional mandates and strategies of its technical and delivery partners, including SEED, WRAP, GGKP, and multiple UN agencies (ILO, UNDP, UNIDO, UNICEF, FAO, UN Tourism). These organisations each brought with them specific thematic focus areas that were reflected in the implementation of GO4SDGs activities.

128. Moreover, the project was well-aligned with the One Planet Network (10YFP), a multi-stakeholder platform jointly supported by UNEP and BMUV. GO4SDGs contributed both content and coordination support to this network, particularly in the areas of food waste, tourism, and sustainable lifestyles, thereby reinforcing shared commitments to achieving SCP targets.

Rating for Complementarity with Existing Interventions/Coherence: HS

Rating for Strategic Relevance:	**HS**

B. Quality of Project Design

129. The quality of the GO4SDGs project design reflects a strong strategic foundation, relevant and coherent structure, and clear responsiveness to UNEP's mandate and partner priorities.

130. A major strength of the design lay in its integrated, systems-based approach. By addressing policy frameworks, SME innovation, and youth engagement as interlinked components, the Project created multiple entry points to advance circular economy and SCP transitions. The theory underpinning this structure was sound, and although some refinements were needed during implementation, the Project's overarching logic was clear and compelling.

131. The decentralised implementation model relying on UNEP's regional offices and partnerships with expert organisations was well suited to the diversity of contexts in which the Project operated. This allowed regional and national tailoring while maintaining thematic consistency. Moreover, the extensive involvement of partners contributed significant thematic expertise and operational capacity, strengthening the design's credibility and reach.

132. Some initial design elements required strengthening, particularly in relation to the theory of change and results framework. At inception, the distinction between outputs and outcomes was occasionally unclear, and assumptions were not consistently articulated. These limitations, however, were acknowledged in adequate time and addressed, notably through the Mid-Term Review and the subsequent actions based on the recommendations made. Monitoring arrangements were also relatively modest in the original design but were progressively strengthened during implementation, enabling more systematic tracking of progress, especially at the regional level.

133. A revision of the project took place to align both to the donor agreement, dating to December 2024, and to align to the Mid Term Strategy 2022-2025 and related Programme of Work (POW), which requires stronger focus and cooperation across UNEP on high impact sectors. This revision also determined the need for the inclusion of an MTR to take place and a reflection of the additional resources related to regional priorities identified, such as sustainable food systems, innovation and technologies in the agri-food sector.

134. The Project's design did not include a fully developed exit strategy or long-term sustainability roadmap at inception which could have constrained post-project

impact. However, the emergence of self-sustaining platforms and replication mechanisms in several regions was recognised and acted upon.

135. Risks were reasonably well identified at design, including those related to institutional coordination and operational disruption. The Project's rapid adaptation many opportunities and risks throughout its lifespan demonstrated both the relevance of its design architecture and its capacity for agile response, enabling it to maintain momentum. This responsiveness reinforced the value of flexible design elements and strengthened stakeholder confidence in the Project's delivery model.

Table 5 Overall quality of project design score

	SECTION	RATING (1-6)	WEIGHTING	TOTAL (Rating x Weighting)
A	Operating Context	5	0.4	2
B	Project Preparation	6	1.2	7.2
C	Strategic Relevance	6	0.8	4.8
D	Intended Results and Causality	4	1.6	6.4
E	Logical Framework and Monitoring	4	0.8	3.2
F	Governance and Supervision Arrangements	5	0.4	2
G	Partnerships	6	0.8	4.8
H	Learning, Communication and Outreach	6	0.4	2.4
I	Financial Planning / Budgeting	5	0.4	2
J	Efficiency	5	0.8	4
K	Risk identification and Social Safeguards	4	0.8	3.2
L	Sustainability / Replication and Catalytic Effects	4	1.2	4.8
M	Identified Project Design Weaknesses/Gaps	4	0.4	1.6
			TOTAL SCORE:	*4.84 (Sum Totals divided by 10)*

1 (Highly Unsatisfactory)	< 1.83	4 (Moderately Satisfactory)	>=3.5 <=4.33
2 (Unsatisfactory)	>= 1.83 < 2.66	5 (Satisfactory)	>4.33 <= 5.16
3 (Moderately Unsatisfactory)	>=2.66 <3.5	6 (Highly Satisfactory)	> 5.16

Rating for Project Design: S

C. Nature of the External Context

136. The Project operated within a moderately challenging external environment, shaped by varying political, economic, and institutional conditions across its globally distributed regions.

137. One of the most significant external factors was the slow institutional reform cycles and centralised governance structures in many partner countries. These conditions made it difficult to secure swift policy changes or long-term institutional commitments, despite strong initial engagement. As reported in interviews and validated through regional reports, the Project often succeeded in creating awareness and building momentum, but the structural rigidity of national systems limited the embedding of outcomes beyond the project lifespan.

138. The project was also indirectly influenced by macroeconomic challenges and global financial constraints, which affected donor financing and government resource allocations. While the Project adapted flexibly to pandemic-related

disruptions early in its lifecycle, ongoing financial tightening in the global development landscape limited the ability of partners to scale or continue initiatives without additional external support.

139. The institutional terrain into which GO4SDGs was introduced also varied widely. In some regions/countries, the presence of complementary programmes created opportunities for synergies, though also required careful coordination to avoid redundancy or confusion.

140. Despite these challenges, the Project was not affected by any extreme external shocks, such as armed conflict or natural disasters, that would have required a redesign or major reorientation. The delivery environment was therefore considered moderately challenging, requiring nuanced regional adaptation but not posing unmanageable risks.

Rating for Nature of the external context: **S**

D. Effectiveness

Availability of Outputs

141. GO4SDGs delivered a comprehensive and regionally nuanced portfolio of outputs across all three of its core thematic areas. Despite operating within a constrained budget, the Project has exceeded many of its planned outputs by leveraging strong partnerships, digital platforms, and the adaptive capacity of regional delivery teams.

142. Stakeholders acknowledged that the Project was effective in “connecting the dots” and facilitating action through those who already held technical knowledge or institutional entry points. Tools such as the SEED Replicator and the I-GO platform were deployed and adopted by intermediaries across multiple regions. Awareness and capacity-building activities contributed significantly to localising SCP principles and deepening stakeholder engagement. In particular, the *Recipe of Change* campaign played a notable role in mobilising the HORECA (Hotels, Restaurants, and Catering) sector, encouraging tangible sustainability actions among private sector actors. Its accessible, practical format enabled wide uptake and positioned the campaign for future scaling. Youth-focused outputs also included training programmes, sustainability challenges, and educational content that were reported to be both accessible and impactful when broken into smaller, action-oriented components.

143. While the Project succeeded in producing and disseminating a wide range of materials, some stakeholders observed that the breadth of activity may have diluted its overall strategic focus. In several regions, the diversity of outputs led to a sense that the Project was trying to address too many priorities simultaneously. Additionally, administrative and resource constraints within regional teams made it difficult to fully optimise and follow through on all outputs, reinforcing the suggestion that a clearer thematic or geographic focus might have enhanced overall effectiveness.

144. Overall, the availability and accessibility of outputs were robust. Regional tailoring ensured contextual relevance, and many materials were made available in multiple languages, improving accessibility. However, the monitoring of use and uptake varied by component, with stronger tracking in the youth and SME pillars than in the policy stream.

Rating for Availability of Outputs: HS

Achievement of Project Outcomes

145. The Project's achievements at the outcome level reflected substantial progress along the three causal pathways set out in the TOC at Review. In the policy pathway, there was demonstrable progress in integrating SCP and circular economy principles into government strategies and regional platforms. Several countries referenced GO4SDGs tools and processes in their SCP-related policy documents, including NDC updates and national circular economy roadmaps. Regional dialogue platforms contributed to cross-country alignment and peer learning, especially in Africa and Latin America.

146. In particular, as a result of its design in operating within regional contexts and bases, the Project supported countries participate more actively in regional platforms and enabled them to localise SCP policy tools, sometimes in local languages, which enhanced relevance and use.

147. Among SMEs, the Project improved awareness and capacity to adopt sustainable business models, particularly through replicable toolkits and regional intermediaries. The SEED and I-GO platforms enabled large amounts of enterprises and support organisations to assess sustainability gaps and implement low-carbon, circular solutions. Evidence from partners suggests that SMEs led by women and youth benefitted notably from these tools, supporting both economic inclusion and environmental impact. In some cases, however, there was an indication that outputs alone were insufficient to drive lasting change without dedicated follow-up resources.

148. Youth-led outcomes were particularly strong, with widespread engagement through campaigns, leadership programmes, and educational partnerships. Youth were not only engaged as beneficiaries but empowered as change agents, in line with Project intentions. Many youth leaders trained by the Project have since initiated or joined local sustainability initiatives, indicating growing community-level impact and continuity beyond the project lifecycle.

149. The Project was praised for breaking content into manageable actions and for fostering understanding and ownership. The Global Youth Pact and associated regional activities enabled youth-led impact in a way that was described as both scalable and inspirational.

Rating for Achievement of Project Outcomes: HS

Likelihood of Impact

150. The likelihood of achieving long-term impact is rated as satisfactory, based on the Project's catalytic role in initiating or strengthening enabling conditions for SCP and circular economy transitions. While systemic change remains a long-term process, GO4SDGs laid strong foundations for continued momentum.

151. Several elements point to a credible impact pathway, including the integration of SCP into policy and planning processes, especially through national dialogues and technical support, which is expected to inform future implementation at the country level.

152. Similarly, SME support platforms and green innovation tools have already demonstrated potential for replication, with several partners reporting sustained use beyond the Project's direct involvement.

153. The empowerment of youth and the establishment of new networks, such as the Green Jobs for Youth Pact , Sustainable Lifestyles University Network , West

Asia Sustainable Fashion Academy, suggest a durable community of practice with the potential to influence social norms and consumption patterns over time. These youth-led movements, supported by UNEP and partners, can act as catalysts for wider behavioural shifts and accountability mechanisms.

154. Many stakeholders reported that the networks and partnerships developed through GO4SDGs were among its most enduring achievements and would likely continue to support impact well beyond the Project's end. However, the project's lifespan and financial envelope were widely considered insufficient in relation to its ambition, with a need for more resources to meet its ambitious goals. As an example, in some regions, particularly where governments operate slowly, three years was not enough to embed institutional reforms. This limits the short-term visibility of some intended impacts, particularly in policy and governance.

155. Despite this, the Project design's emphasis on replication and scaling proved valuable. Tools and knowledge products were created with adaptability in mind, and several partners plan to integrate GO4SDGs materials into future initiatives

156. The Project's design and implementation also minimised negative unintended consequences. No major adverse effects were reported by partners or stakeholders. On the contrary, some positive unintended outcomes emerged, such as new inter-agency collaborations, greater donor visibility of regional SCP needs, and increased interest in digital approaches to sustainability outreach. From an equity and inclusion perspective, the project made deliberate efforts to engage youth, women, and under-represented groups.

157. While disaggregated impact data was limited, qualitative feedback suggests that the Project's inclusive tools and platforms improved access for marginalised actors. This was particularly evident in Africa and Latin America, where partnerships with community-based organisations and intermediaries extended reach.

158. Some tools such as SEED and I-GO were explicitly designed for reuse across sectors and geographies, and policy guidance documents were structured to support adaptation. Several partners have expressed intentions to replicate GO4SDGs-supported models in future programming, and UNEP is already incorporating elements of the approach into its upcoming resource efficiency interventions.

159. The Project's presence at the regional level, and its ability to bridge local-national-global policy divides, were among its most critical enabling factors. Conversely, the potential for deeper impact may have been constrained by insufficient UNEP support at the corporate level to elevate GO4SDGs as a flagship initiative, especially in the context of overlapping SCP-related efforts.

Achievement of Likelihood of Impact: S

Rating for Effectiveness:	**HS**

E. Financial Management

Adherence to UNEP's Financial Policies and Procedures

160. The Project has demonstrated sound financial management in line with UN and donor transparency standards. Financial procedures, including reporting and auditing, are compliant and well-coordinated through regular oversight meetings.

161. The centralised budgeting model, combined with flexible, broad budget lines, supported regional responsiveness and tailored implementation. Co-financing arrangements have been efficiently managed with minimal staffing burden.

162. However, the inclusion of regional staff salaries within implementation budgets rather than dedicated staffing lines may obscure true operational costs and should be addressed in future budgeting frameworks.

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

Completeness of Financial Information

163. The completeness of financial information follows a centralised approach and therefore fulfils the requirements satisfactorily in accordance to the UNEPs policies and procedures. The MTR findings show no discrepancies or missing information with regard to financial information

Table 6 Financial Tables

Type of funding	Source of funding	Details	2020	2021	2022	2023	2024	Total
Cash	Environment Fund (EF) activity budget							
	Regular Budget (RB) activity budget							
	TOTAL EF/RB BUDGET							
	Extra Budgetary Funding (XB) (posts + non-post + Programme Support Cost (PSC))	Secured (Germany)	133,038	1,335,171	1,399,193	2,447,103	1,914,094	7,228,598
		PSC Germany (13 %)	17,295	173,572	181,895	318,123	248,832	939,718
		Secured (Norway)		104,608	68,353			172,961
		PSC Norway (8 %)	-	8,323	6,882			15,205
		Unsecured XB funding						-
	TOTAL XB BUDGET		150,333	1,621,674	1,656,323	2,765,226	2,162,926	**8,356,482**
In Kind	Environment Fund post costs			299,000	299,000	100,750	100,750	799,500
	Regular Budget post costs			20,000	20,000	21,250	21,250	82,500
	Other (include name of donor)							
	TOTAL IN-KIND BUDGET							882,000
TOTAL SECURED BUDGET			150,333	1,621,674	1,656,323	2,765,226	2,162,926	8,356,482

Type of funding	Source of funding	Details	2020	2021	2022	2023	2024	Total
TOTAL PLANNED BUDGET (secured + unsecured)								
Allocation to Regional Offices			-	684,865	736,839	1,674,845	1,468,096	4,564,645

Division and Regional Office budget

	Office/ Division	2020	2021	2022	2023	2024	Total
Regional budget	Africa		160,492	116,821	497,991	322,728	**1,098,032**
	Europe		32,294	139,105	153,685	79,100	**404,184**
	Asia and the Pacific		47,139	145,336	552,005	535,055	**1,279,535**
	West Asia		54,498	169,162	80,359	300,354	**604,373**
	Latin America and the Caribbean		390,442	166,415	390,805	230,859	**1,178,521**
	North America						**-**
Divisional budget	Science						**-**
	Economy	150,333	891,484	908,185	1,011,281	694,830	**3,656,113**
	Ecosystems		45,325	11,299	79,100		**135,724**
	Law						**-**
	Communication						**-**

Budget for monitoring, reporting and evaluation

		2020	2021	2022	2023	2024
Performance Assessment	Mid-term evaluation or review				25,000	
	Terminal evaluation or review					35,000
Monitoring and reporting						

Rating for Completeness of Financial Information: HS

Communication Between Finance and Project Management Staff

164. Coordination between finance and project management teams was constructive, supporting the timely delivery of activities in line with UNEP's financial policies. Regular communication ensured strong financial oversight and allowed the project to remain on track with expenditure targets. While some administrative processes, such as contracting and disbursements, occasionally introduced delays, these were largely attributable to broader institutional procedures rather than project-level inefficiencies. The flexibility built into the budget structure enabled regional teams to adapt swiftly to emerging needs, helping to mitigate these challenges and maintain a high level of operational efficiency.

Rating for Communication Between Finance and Project Management Staff: HS

Rating for Financial Management: **HS**

F. Efficiency

165. The Project demonstrated a strong degree of cost-effectiveness and adaptive management in the face of a modest budget and a complex, multi-regional scope. Efficiency gains were achieved through strategic use of pre-existing institutional networks, the leveraging of ongoing partnerships, and a decentralised delivery model that enabled local adaptation.

166. Despite limited financial resources, the Project succeeded in producing a substantial body of outputs and establishing cross-cutting partnerships across five regions. Budget lines were intentionally broad and flexible, allowing regional teams to adjust priorities according to emerging needs while remaining within the scope of the agreed project design. This flexibility was essential to delivering results within budget and contributed to the high cost-efficiency noted by both partners and the Mid-Term Review.

167. While financial management was transparent and compliant with UNEP and donor policies, administrative bottlenecks led to occasional implementation delays. For instance, difficulties in finalising contracts with partners like WRAP slowed content development and dissemination in some workstreams. These challenges were more systemic in nature, reflecting broader UNEP administrative processes rather than project-specific weaknesses.

168. The Project experienced moderate delays that necessitated a no-cost extension, shifting the operational closure from June 2023 to December 2024. These delays were largely attributable to external factors and internal procedural hurdles related to contracting and recruitment. However, they did not critically undermine delivery. The extension was used effectively to consolidate regional outputs, respond to MTR recommendations, and ensure final activities were well-executed.

169. Despite delays, the Project demonstrated timeliness in other areas. Regional coordinators moved quickly to identify context-specific gaps, adapt tools, and engage stakeholders. Informal but effective communication tools, such as WhatsApp, were used to maintain team coordination and rapid information exchange, particularly in regions where formal systems lagged.

170. Efficiency was significantly enhanced through the Project's alignment with established platforms and initiatives, including 10YFP, UNEP FI, PAGE, and regional SCP bodies. GO4SDGs built on these structures rather than duplicating efforts,

which allowed it to amplify its reach without investing in new infrastructure. Many of the Project's most successful outputs, including SME support tools and policy dialogues, were delivered in collaboration with institutions like SEED, WRAP, and UNDP, each of which integrated Project activities into broader agendas.

171. Additionally, the Project's strategy to engage national and regional governments through bilateral discussions and regional dialogues enabled the efficient identification of local entry points and avoided unnecessary duplication of assessments or capacity-building activities already underway. This approach was praised by stakeholders, especially in Africa and Latin America, for ensuring that Project activities were relevant, timely, and cost-conscious.

Rating for Efficiency: S

G. Monitoring and Reporting

Monitoring Design and Budgeting

172. The monitoring and reporting framework of the Project demonstrated a comprehensive and generally well-structured design and the process and completion of monitoring throughout the Project was clear allowing for the timely tracking of results and progress toward milestones.

173. The Project included a dedicated budget for evaluation, with USD 54,000 allocated specifically for the TE, demonstrating foresight in supporting independent assessment. It is to be noted that the MTR was not a requirement for the Project until the extension was granted. As a result, the design at Project inception did not include a budget line for an MTR.

174. The monitoring design included a wide range of SMART indicators covering both outputs and outcomes. Data on gender, youth, and regional disaggregation were routinely tracked, although efforts to gather data on marginalised groups and persons with disabilities were not systematically integrated across all indicators. Monitoring frameworks were aligned to UNEP's Programme of Work (PoW) and supported strategic alignment with the Medium-Term Strategy (MTS), particularly under the Resource Efficiency subprogramme.

175. The monitoring of activities was completed on a regular basis on all levels, with reporting and evaluation of monitoring following UNEP procedures. The funding for more activity-based monitoring is factored into the lines of budget expenditure, and the overview reporting such as the MTR and Terminal Review is allocated its own budget lines. The allocation follows UNEP standards and is therefore seen as sufficient in line with the size of the initiative.

Rating for Monitoring Design and Budgeting: S

Monitoring of Project Implementation

176. Project implementation was subject to structured and regular monitoring processes, which evolved in both method and depth over the project's lifespan. From inception, the project adopted a semi-annual reporting rhythm through UNEP's Integrated Planning, Monitoring and Reporting (IPMR) system, complemented by internal coordination updates and thematic inputs from regional teams. These reports captured both quantitative results and narrative progress, including challenges, emerging opportunities, and lessons learned.

177. The MTR provided an independent checkpoint and allowed for a number of changes to be made with regard to the Project's monitoring approach. It identified areas requiring strengthened focus, particularly the need for clearer attribution of outcomes, better tracking of downstream results (beyond activity outputs), and the integration of more structured reporting from regional components. In response, the Project recalibrated its internal monitoring practices and incorporated more outcome-oriented performance assessment, especially around cross-cutting priorities such as youth engagement, SME outreach, and regional policy integration.

178. Following the MTR, adjustments were made to both the indicator framework and reporting practices. Indicators that had proven overly quantitative or activity-focused were supplemented with qualitative narratives, case studies, and region-specific performance summaries. These refinements were evident in the IPMR updates submitted in December 2023 and June 2024, which presented a more analytical and outcome-focused assessment of implementation progress. The project team also began to consolidate evidence across regions to strengthen the visibility of regional achievements and their alignment with global outcomes.

179. Importantly, the Project showed strong capacity for adaptive management and the use of regional coordinators and decentralised planning enabled the project to maintain local relevance. These coordinators were critical conduits for collecting implementation data, identifying emerging bottlenecks, and proposing adaptive actions. The presence of thematic leads in areas such as sustainable food systems and green finance further allowed for nuanced monitoring and peer learning across countries.

180. Monitoring findings were regularly reviewed in internal team meetings and used as inputs into planning cycles. The MTR recommendation to ensure stronger feedback loops between the global coordination team and regional delivery partners was taken on board and acted upon successfully. More intentional use of check-ins, structured regional reflections, and cross-regional sharing were incorporated into the final implementation period.

181. The trajectory of improvement in monitoring implementation was evident. The Project matured in its ability to not only record what had been delivered but also to understand and reflect on the value and reach of its interventions. This adaptive approach underpinned the Project's ability to remain relevant and effective across a highly diverse and evolving implementation landscape.

Rating for Monitoring of Project Implementation: HS

Project Reporting

182. Throughout its implementation, GO4SDGs demonstrated a consistently high standard of reporting. Reports were timely, aligned with UNEP's corporate requirements, and well-structured to reflect both quantitative progress and narrative analysis.

183. The Project also adopted a transparent approach to reporting, including detailed narrative sections that documented both achievements and constraints. In the semi-annual IPMR updates progress against indicators has been clearly outlined while also acknowledging areas of delay or underperformance. This transparency contributed to a culture of learning and accountability.

184. Following the Mid-Term Review, the Project placed increased emphasis on outcome-level reporting, moving beyond counts of activities or participation to include descriptions of policy uptake, behavioural change, and partnership development. Regional teams were encouraged to provide more granular reporting

through region-specific summaries and examples, which enhanced the visibility of decentralised contributions. In addition, the integration of case studies and success stories into reporting outputs provided important qualitative context for interpreting the quantitative data presented through the IPMR framework.

185. In terms of inclusivity and gender responsiveness, the Project was proactive in reporting disaggregated data wherever available. Gender-related information featured prominently in most reporting periods, particularly within the SME and youth engagement components. These efforts were accompanied by qualitative reflections on the challenges and enablers to women's participation in green entrepreneurship.

186. However, data on persons with disabilities or other marginalised groups were less consistently reported. While the Project's design and ethos were clearly inclusive, reporting mechanisms did not always provide the necessary fields or guidance to systematically capture this information. This gap was further constrained by short delivery timelines, limited baseline data, and variable capacity across implementing partners.

187. A further strength of the Project's reporting was its effort to link implementation progress with the larger global context. The narrative sections often highlighted how project outputs contributed to international dialogues on SCP, green recovery, and circular economy, such as through the LAC Circular Economy Coalition and the African Circular Economy Alliance, regional ministerial forums, or UN platforms. This contributed to broader visibility and positioned GO4SDGs as a connective initiative across institutions and geographies.

188. Training of new staff on the UNEP standards and process has also been effectively undertaken, allowing for new recruited personnel to complete reporting. As the Project progressed, so too did the level and standard of reporting with more relevant detail against milestones and indicators when compared with reporting at the initiative's start in 2020. This shows adaptive management, dedication to monitoring development and results-based management.

189. The Project's monitoring and reporting systems also enabled an effective feedback loop to support this adaptive implementation. In some cases, monitoring tools were not always equally effective across all regions and target groups. Despite this, the project team took commendable steps to respond to emerging data and evolving priorities.

Rating for Project Reporting: HS

Rating for Monitoring and Reporting:	**HS**

H. Sustainability

Socio-political Sustainability

190. From a socio-political perspective, the Project made notable contributions to embedding SCP and CE principles into policy dialogues and institutional agendas across multiple regions. Through a combination of tools, peer learning exchanges, and capacity development activities, the Project created opportunities for governments, regional platforms, civil society actors, and youth networks to engage more actively with SDG 12-related priorities. Regional policy dialogues, the

deployment of national roadmaps (e.g. food waste strategies, circularity gap assessments), and country engagement on SCP indicators contributed to increased awareness and uptake of sustainability narratives in policy discourse.

191. However, as highlighted in stakeholder consultations, the Project's ability to translate this awareness into sustained political traction was mixed. In regions with complex governance structures or slower policy cycles, momentum often remained at the technical or conceptual level, without translating into enduring institutional reforms. Without continued regional presence, technical leadership and SCP focal points in certain ministries, further anchoring SCP principles within national development or budget frameworks will be a challenge.

192. Sustainability, while a cross-cutting principle, was not framed through explicit institutional agreements or exit strategies that would have ensured long-term ownership by national counterparts at the Project's design. As such, the Project seeded change but could not always ensure its consolidation, particularly where institutional memory is weak or turnover is high.

193. Following the MTR, the project team responded to this challenge by deepening its engagement with global and regional mechanisms that could support continued policy momentum. Specifically, the Project forged stronger connections with the 10YFP and UNEP Finance Initiative (UNEP FI) to align selected GO4SDGs outputs with broader multilateral agendas. These actions were not only in response to the MTR's recommendation to enhance legacy planning but also reflected a recognition that uptake would need to be sustained through mainstreamed channels. The decision to channel components into 10YFP working groups and UNEP FI activities contributed to building pathways for ongoing engagement.

194. Nonetheless, interviewees consistently acknowledged that much of this continuity remains difficult to track and measure in real time. Many partners expressed concern that, despite progress, the work initiated by GO4SDGs may risk fragmentation unless future UNEP programming continues to prioritise SCP as a central objective. The concern is heightened by shifting terminology and thematic reframing within international agendas, which may result in SCP-related content being repackaged or de-emphasised.

195. Encouragingly, there are signs that the groundwork laid by GO4SDGs has contributed to lasting institutional shifts. Some regional and national partners have begun to fund and implement follow-on activities independently, indicating a degree of internalisation. In Latin America and Africa, the project helped catalyse the integration of SCP and CE into ongoing green recovery and climate dialogues, which remain politically active. These examples suggest that while political sustainability is not uniform, the seeds planted by the project have taken root in multiple settings.

Rating for Socio-political Sustainability S

Financial Sustainability

196. Financial sustainability is among the most uncertain aspects of the Project's legacy. While the GO4SDGs team made commendable efforts to engage both private and public funding partners, structural challenges persist. Several stakeholders noted that the Project's decentralised delivery model, while highly effective in building local ownership and flexibility, also made it harder to mobilise new funds at scale. Unlike traditional projects that pool donor resources centrally, GO4SDGs relied on dispersed regional activity coordination, which may have constrained its ability to access large, unrestricted financial commitments.

197. Additionally, some potential private sector partners, such as multinational companies, were unable to provide direct funding due to UN procurement and reputational constraints, limiting the availability of co-financing or continuation funding in some regions. In-kind support to activities was successful, however insufficient with regard to scale-up.

198. Despite this, several selected partners continued activities independently after the Project formally ended. In some cases, this was due to strong alignment of mission and objectives, allowing for activities to be absorbed into broader workstreams. Several regional and national partners have begun allocating their own resources to sustain pilot activities initiated through GO4SDGs. These cases, while promising, could be seen as largely opportunistic rather than planned, reflecting the Project's success in relationship-building more than formal sustainability design.

199. The MTR raised several recommendations that addressed this issue either directly or indirectly. Recognising the constraints posed by the Project's modest budget in relation to its ambitious scope, the MTR made several recommendations to strengthen strategic partnerships with a view to consolidating delivery and leveraging additional resources. This was seen as critical to extending the reach and legacy of GO4SDGs activities beyond the immediate donor funding window.

200. In response to the MTR, the Project sought to build stronger linkages with broader UNEP initiatives and global platforms (10YFP and UNEP-FI). These efforts were aimed at integrating selected tools and thematic activities into institutional programmes that would remain operational and funded beyond the life of GO4SDGs. This approach supported financial continuity not through direct funding handovers, but by embedding project outputs within structures already supported by long-term financing arrangements.

201. The MTR also recommended a more refined focus, which the Project adopted in its final implementation phase. By concentrating efforts on a smaller number of high-impact thematic areas (particularly youth engagement and SME support) GO4SDGs increased the visibility and uptake of its outputs, creating a stronger case for their continued support by regional partners and institutions. While the project did not formalise a financial transition strategy, this thematic consolidation helped position some activities for internalisation by host partners with existing budgets and aligned mandates.

Rating for Financial Sustainability S

Institutional Sustainability

202. Institutional sustainability can be seen as a strong legacy of the Project. The project's implementation strategy deliberately leveraged a decentralised and partner-led model, enabling the Project's tools, approaches, and learning to be embedded in multiple layers of institutional operations and thereby increasing the chances of sustained influence beyond the formal project lifespan.

203. In several regions, GO4SDGs components have been absorbed into ongoing programmes and the Project also catalysed cross-institutional collaborations which have proven resilient and continue to operate beyond the Project's operational closure.

204. The internalisation of GO4SDGs approaches is also evident in policy frameworks. For instance, multiple governments adopted SDG 12-related indicators and integrated project guidance on green public procurement and food waste reduction into national strategies. Although the degree of formal institutional

adoption varied, the Project enabled meaningful engagement with ministries of environment, economy, and planning, helping build institutional memory around SCP.

205. However, not all regions experienced the same level of institutional continuity. Interview data and progress reports indicate that staff turnover, both within UNEP and among delivery partners, led to the loss of critical expertise in several instances, weakening the capacity to scale or institutionalise key outputs. Additionally, while the MTR spurred more deliberate efforts to anchor project results within partner institutions, sustainability was not systematically embedded in the original design. This meant that transition planning was uneven, and the long-term capacity of all partners to carry the work forward could not be guaranteed.

206. The Project's decentralised structure, while effective in enabling context-specific engagement, also posed challenges for uniform institutional embedding. Regional teams operated with different levels of access, support, and integration into national planning processes.

207. Despite these variations, a consistent message across stakeholder interviews and reports is that the Project's real institutional legacy lies in its methodology and networks. By fostering locally led approaches, investing in capacity-building, and maintaining strategic flexibility, GO4SDGs offered a blueprint for systems-level change that can be adapted to different institutional contexts.

Rating for Institutional Sustainability HS

Rating for Sustainability (Likelihood):	**L**

I. Factors Affecting Performance and Cross-Cutting Issues

Preparation and Readiness

208. The preparation and readiness phase of the Project was largely effective in establishing the foundational elements necessary for implementation. A formal Inception Workshop was held on 11 November 2020 which brought together the project team and key stakeholders. This resulted in a revised work plan, detailed budget, and clear delineation of roles and responsibilities among project partners. Critical instruments such as the Monitoring and Evaluation (M&E) Plan, Gender Action Plan, and procurement plan were also updated at this stage, demonstrating alignment with UNEP project management requirements and reinforcing the Project's preparedness to commence implementation.

209. Project governance arrangements were clearly structured from the outset. A Project Steering Committee (PSC) was established to provide strategic oversight, composed of representatives from UNEP and other key multilateral and technical partners, including UNDP, UNIDO, WRAP, SEED, and the One Planet Network. While not all members were able to attend each annual meeting, minutes and updates were regularly documented and made available.

210. In terms of stakeholder engagement, the Project's design was informed by an inclusive consultation process, particularly during its identification and formulation phases. Engagement included international organisations (e.g. ILO, FAO, UN Tourism, UNSSC), national authorities, and private sector entities. This wide-ranging stakeholder input ensured that regional and thematic priorities were well aligned

with local and international development agendas, a factor that later contributed to the Project's adaptability and relevance.

211. The Project was also successful in securing co-financing commitments at inception, drawing from a diverse range of funding partners. These included public sources (e.g. the German Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection [BMUV]), multilateral development banks (e.g. AfDB, IDB), bilateral partners (e.g. the Norwegian and Swedish Government), and private sector actors, including foundations such as SEED and the FIA Foundation. While many of these contributions were in-kind, they nonetheless provided essential capacity and reach to enable implementation across different regions and sectors.

212. Furthermore, an Environmental, Social, and Economic (ESE) safeguards assessment was conducted early in the project lifecycle. This incorporated risk mitigation considerations related to governance structures, social norms, and stakeholder dynamics, including attention to vulnerable groups. These safeguards, although proportionate to the low-risk classification of the Project, helped ensure that activities would be context-sensitive and aligned with UN human rights and inclusivity standards.

213. While most readiness aspects were well addressed, the Terminal Review confirms the MTR's observation that sustainability planning was not sufficiently integrated at the preparation stage. Although this gap did not inhibit implementation in the short term, it became more evident during the Project's closure phase, where long-term continuity varied significantly by region and partner.

Rating for Preparation and Readiness: S

Quality of Project Management and Supervision

214. The Project benefitted from consistently strong and technically competent management throughout its duration. The overall coordination was seen by stakeholders as responsive, strategically focused, and capable of adapting to evolving demands and gaps. Leadership was repeatedly highlighted as a major strength, particularly the role played by the Global Project Coordinator, whose ability to establish structure, promote synergies, and maintain visibility was frequently commended by both implementing partners and regional teams.

215. The Project's flexible design, combined with management's ability to adjust priorities in response to regional contexts, allowed the Project to remain relevant and impactful across diverse institutional environments. Stakeholders noted that this flexibility was essential to ensuring that SCP efforts could be tailored effectively.

216. Project managers ensured sustained follow-up on activity delivery and outcomes. Despite working across multiple regions and languages, the team maintained effective lines of communication, using formal reporting channels alongside more informal, agile tools such as email and WhatsApp to coordinate in real time. While global-to-regional communication varied somewhat depending on region, many stakeholders reported that the right people were in place at regional level and that this was essential to successful ground-level implementation.

217. Several administrative constraints, largely tied to UNEP's internal systems posed a number of challenges with partners noted difficulties in the timeliness of contracting, particularly in urgent cases such as the WRAP content dissemination workstream. While the project team itself was responsive, slow procurement

processes and the bureaucratic nature of financial transactions were identified as impediments to swift implementation. These issues were acknowledged by multiple partners as systemic challenges that fell beyond the control of the project management team itself.

218. The Project also operated on a relatively small core budget, which several stakeholders described as "seed funding." This limited the team's ability to meet the full scope of ambitions set out during design, requiring them to prioritise areas of greatest potential and leverage partner resources. Despite this constraint, the Project managed to deliver a high volume of outputs and catalyse action across themes and regions, reflecting effective budget management and strategic resource deployment.

219. The GO4SDGs project benefitted from a largely stable team, with very limited staff turnover over its 4.5-year duration. Core personnel, including key consultants in communications and thematic leads (e.g., green jobs), were engaged full-time and played a critical role in sustaining momentum. While a few changes occurred within UNEP and partner institutions, these transitions were managed effectively and did not significantly disrupt collaboration. Some differences in consultant capacity and thematic experience were observed across regions, which contributed to occasional variation in delivery pace and coordination. However, these differences reflected broader contextual and resource variations rather than systemic staffing gaps.

220. Stakeholders noted the importance of forward-looking HR planning to ensure consistent support across regions and workstreams, particularly for future initiatives operating across multiple time zones and delivery models. The Project made strong efforts to promote inclusive coordination, holding global meetings at 3 p.m. Nairobi time to accommodate participants from Latin America to the Pacific, mirroring UNEP's own townhall practice. While time zone differences presented some practical challenges, the regionalised approach and adaptive scheduling ultimately enabled the effective formation of regional networks and peer-learning communities.

Rating for Quality of Project Management and Supervision: HS

Stakeholders Participation and Cooperation

221. Stakeholder engagement and multi-level partnerships were integral to the Project's delivery strategy and widely recognised as one of its strongest features.

222. Partners were selected for their technical expertise and their institutional credibility, alignment with SCP and circularity goals, and ability to reach priority audiences. This included longstanding partnerships with key actors like SEED, WRAP, UNEP FI, and the One Planet Network, as well as newer relationships with actors such as business schools and digital influencers, particularly in the youth engagement stream. The Project also worked closely with regional organisations and national governments to localise knowledge tools and facilitate policy uptake.

223. The participatory nature of the project was particularly evident in its delivery model, which relied heavily on collaboration at the regional level. This approach helped reduce fragmentation, create entry points into existing platforms, and improve complementarity with other SCP initiatives. Stakeholders frequently praised this model for its ability to "connect the dots," bridge institutional silos, and build collective ownership. In some cases, the use of local or national partners enhanced replication potential and laid the foundation for follow-on activity beyond the lifespan of the Project.

224. The Project's inclusive approach also facilitated engagement with both established and emerging actors. In particular, GO4SDGs supported regional frontrunners (such as Jacobs Ladder Africa) not only in implementing their own activities, but in disseminating their results and approaches through global and regional networks. This horizontal learning structure created opportunities for local innovators to engage in high-level dialogues, and for institutional donors to recognise and support bottom-up efforts.

225. Nevertheless, several areas for improvement were identified. Some stakeholders expressed confusion over how to engage with the project, especially when expectations were not clearly communicated, or where coordination between global and regional levels lacked consistency. Others noted that certain partners only became involved later in the project lifecycle, missing earlier opportunities to shape activities and align workstreams. The informal nature of some coordination methods, such as reliance on WhatsApp for internal communication, worked well in terms of responsiveness, but at times contributed to an ad hoc, rather than fully institutionalised, stakeholder engagement approach.

226. There were also missed opportunities to forge stronger linkages with some global partners. While synergies were created with platforms such as 10YFP and UNEP FI, earlier institutional alignment, particularly with PAGE or regional development banks, could have yielded even greater reach and coherence. Some partners felt that engagement with these platforms was limited by the lack of institutional mandates or formalised agreements, meaning global and local efforts sometimes remained siloed.

227. Despite the breadth of engagement, several stakeholders noted that GO4SDGs lacked a clearly defined brand identity. While the initiative was well known internally within UNEP and among closely affiliated partners, external stakeholders often perceived it simply as a UNEP project rather than a standalone initiative. This limited recognition may have made it harder for local partners to convey the unique value of their engagement with GO4SDGs, especially when advocating for support or alignment with national strategies.

228. In addition, the broad thematic scope of the Project contributed to occasional confusion among partners regarding its core purpose and focus. While the flexibility of the design allowed GO4SDGs to be responsive to regional and sectoral needs, some partners struggled to position their work within the Project's overall framework. Some views described this as a challenge in justifying collaboration, particularly where institutional or donor reporting requirements demanded clearer linkage to tangible outcomes. The lack of a consolidated Project identity may have led to some partnerships feeling ad hoc or loosely connected, rather than fully strategic.

229. Importantly, the Project's thematic framing around the SDGs, particularly SDG 12, offered stakeholders a unifying narrative. Partners noted that this framing helped clarify the Project's purpose and value, particularly in contexts where multiple sustainability initiatives were already underway. The strength of UNEP's technical reputation further helped draw in participation and gave legitimacy to collaboration, especially when working with governments and national-level institutions.

Rating for Stakeholders Participation and Cooperation: HS

Responsiveness to Human Rights and Gender Equality

230. GO4SDGs explicitly recognised the importance of inclusive development and made meaningful efforts to promote gender equality and social inclusion within its programmatic framework. The Project aligned with UNEP's normative commitments on gender, non-discrimination, and participatory development, and made concrete contributions toward enhancing the visibility and engagement of underrepresented groups in SCP processes.

231. A Gender Action Plan was prepared at the inception stage and informed the integration of gender-sensitive approaches across workstreams. Evidence from regional reports and interviews suggests that particular attention was paid to the participation of women and youth, particularly through outreach to SMEs, entrepreneurial networks, and innovation challenges.

232. Several partners highlighted that GO4SDGs was successful in creating space for women to engage in SCP dialogues, especially at the community and SME levels. In interviews, stakeholders noted that women-led organisations were involved in co-developing knowledge tools and outreach materials. Moreover, the participatory nature of the Project and the diversity of its partnership base helped ensure a multiplicity of voices were included in project design and delivery, even if not always systematically tracked.

Rating for Responsiveness to Human Rights and Gender Equality: S

Environmental and Social Safeguards

233. The Project was a focused initiative with limited physical or infrastructure-related interventions. Despite this, an ESE Safeguards Framework was applied during the Project's design phase. An assessment of potential risks was conducted during project inception to ensure that the activities would not inadvertently lead to environmental degradation, exclusion, or socio-economic harm. This included a high-level review of social norms, governance structures, and stakeholder dynamics across the participating regions.

234. The safeguards risk categorisation was considered low, given the Project's focus on capacity-building, policy dialogue, and knowledge dissemination. As such, the safeguards approach prioritised participatory engagement, transparency, and inclusiveness as a way of mitigating social risks. The Project made efforts to ensure representation from different stakeholder groups and to avoid reinforcing existing inequalities, particularly through its regional dialogues and support for youth and women-led initiatives.

235. There is no evidence of adverse environmental or social impacts arising from the Project's interventions. Its core aim was intrinsically aligned with broader environmental objectives, such as resource efficiency, waste reduction, and climate mitigation. Many of the implemented activities, such as training on green public procurement and support to sustainable SMEs, were designed to generate positive environmental externalities.

Rating for Environmental and Social Safeguards: S

Country Ownership and Driven-ness

236. The Project's decentralised delivery model empowered regional teams and partners to tailor activities in alignment with national priorities, demonstrating strong orientation toward enabling country ownership by design. The Project

offered flexible tools, capacity-building support, and catalytic funding to stimulate interest and initiative among national stakeholders.

237. One of the Project's most important enablers of country ownership was the presence of regional coordinators who developed close working relationships with national ministries, agencies, and local partners. The Project supported bilateral engagement with governments through technical assistance and facilitated policy dialogues on sustainable public procurement, youth innovation, and SME support. Several regional focal points held extensive consultations to identify national needs, ensuring that the activities implemented were both context-relevant and demand-driven.

238. Moreover, many countries and partner institutions began to internalise GO4SDGs activities into their own frameworks. Examples include governments advancing procurement reform, SMEs embedding sustainable practices, and regional platforms maintaining knowledge-sharing mechanisms after the conclusion of formal project support. This internalisation was further enabled by the project's commitment to working with locally grounded partners, particularly in Africa, Latin America, and West Asia, who were able to bridge global ambitions with domestic needs.

239. In some cases, however, the broad scope and evolving focus of GO4SDGs occasionally made it harder for national actors to fully understand their role or see the longer-term trajectory of the work. In these cases, the initiative was seen more as a UNEP-led support programme than as a co-owned strategy.

240. Despite these challenges, GO4SDGs laid strong foundations for national ownership through its consultative processes, alignment with country priorities, and deliberate investment in regional mechanisms. As part of the post-Mid-Term Review adjustments, the Project increased efforts to foster national-level sustainability through links with the One Planet Network and strengthened its support for SDG 12 reporting and policy coherence. These efforts helped reinforce country drivenness, even where structural limitations remained.

Rating for Country Ownership and Driven-ness: S

Communication and Public Awareness

241. Communication and awareness-raising were central to GO4SDGs' Theory of Change, acting both as enablers of change and as mechanisms to consolidate and scale SCP practices. The Project pursued a multi-pronged communication strategy that emphasised knowledge dissemination, stakeholder engagement, and the creation of visibility for flagship activities and partnerships.

242. Throughout its implementation period, GO4SDGs produced and distributed a comprehensive set of communication materials. These included three Annual Progress Reports, which served as formal accountability documents and as vehicles to showcase impact stories and regional innovation. At least six newsletters were circulated to a substantial and continually growing contact database, comprising regional partners, national stakeholders, and thematic networks. This systematic outreach helped ensure that Project activities, lessons learned, and key results reached a broad audience beyond the immediate implementing partners.

243. Additionally, the Project generated a significant volume of knowledge tools and products, such as toolkits for SMEs, report on financing circularity, , and

campaign materials such as the "Recipe of Change." These were disseminated through UNEP-hosted platforms, the One Planet Network, and partner websites.

244. The regional implementation model was a defining feature of GO4SDGs' communication success. Regional coordinators actively engaged local media, influencers, youth organisations, and businesses in awareness-raising campaigns. This localisation enabled the Project to reach beyond institutional actors and build grassroots-level engagement. For instance, collaborations with business schools and digital influencers in Latin America and Africa facilitated innovative outreach methods that resonated with youth and entrepreneurs, key target audiences for SCP behavioural change.

245. However, the Project's breadth and decentralised structure also posed challenges to communication consistency. One recurrent concern was the lack of a distinct external brand identity. While "GO4SDGs" was well understood within UNEP and close partners, it was often conflated with other UNEP initiatives externally. For stakeholders not deeply embedded in the SCP community, the project's wide thematic scope and evolving focus sometimes caused confusion about its core mission and how to engage. Some partners also reported difficulties in justifying their collaboration due to the Project's diffuse branding and insufficient clarity on expected roles and outcomes.

246. The MTR identified these challenges and made recommendations to refine communication tools and enhance brand clarity. In response, the Project took tangible steps to address this. These included efforts to streamline messaging, clarify the Project's niche within UNEP's broader SCP work, and invest in more tailored communication products. Post-MTR, greater emphasis was placed on synthesising learnings into accessible formats and aligning messages with regional and national priorities to strengthen uptake and visibility.

247. The Project's approach to communication evolved to be increasingly participatory. Beyond information dissemination, the Project facilitated multi-stakeholder dialogues that gave voice to underrepresented groups and ensured that messaging was co-created rather than top-down.

248. Importantly, the Project's communications approach contributed directly to outcome achievement. By highlighting pilot successes, elevating regional champions, and sharing actionable tools, the Project fostered replication and scaling within and beyond its original partner base. The visibility gained through these efforts also played a catalytic role in engaging new actors and sustaining momentum after the formal end of funding.

Rating for Communication and Public Awareness: S

Rating for Factors Affecting Performance: HS

VI. CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions

249. The Project has been able to make a significant and timely contribution to advancing SCP, demonstrating that a flexible, and partnership-driven initiative can act as a catalytic platform for system change. By targeting key focal areas such as youth empowerment, SME support, , and circular economy innovation, the Project was able to offer a dynamic approach to 'connecting the dots'.

250. The most notable strengths of the Project lie in its strategic relevance, institutional partnerships, and adaptive delivery model. From inception, the Project aligned well with both UNEP's MTS and donor priorities. Its integration into regional UNEP offices allowed GO4SDGs to respond rapidly to regional and national needs, tailoring interventions and leveraging existing local relationships. This decentralised approach proved especially valuable in fostering regional ownership, cultivating strong cross-sectoral partnerships, and supporting institutionalisation of SCP in partner agencies

251. GO4SDGs functioned less as a traditional project with siloed interventions and more as an enabler of platforms, dialogues, and knowledge sharing across sectors and regions. Its work in developing tools such as the SCP Toolkits, the Recipe of Change campaign, and regional dialogues on circularity helped make abstract SCP concepts accessible and actionable. Moreover, the Project successfully built bridges between traditionally disconnected stakeholders expanding awareness and engagement.

252. The Project achieved many of its intended outcomes despite a compressed implementation window and COVID-related constraints at the beginning. It helped mainstream SCP approaches into partner institutions, activated youth and SME actors, and expanded the visibility of circular economy agendas globally. However, the breadth of the Project's scope and thematic coverage was wider and broader than the available resources, which led to some trade-offs in depth and coherence. This occasionally created challenges for external stakeholders to position their collaboration or discern the Project's precise value proposition, an issue also related to the somewhat inconsistent branding and identity of GO4SDGs.

253. The MTR provided a several recommendations, suggesting the team focus more explicitly on youth outcomes, regional relevance, and streamlined communications. These recommendations were largely implemented, resulting in a sharper focus and greater visibility. The Project also succeeded in embedding select activities within long-standing initiatives, such as 10YFP and UNEP FI, enhancing potential for continued engagement beyond the Project's formal end.

254. Institutional sustainability of the Project remains strong, with regional platforms, partner networks, and toolkits being taken up by partner organisations, and some partners have opted to continue activities independently or integrate them into ongoing programmes. However, financial sustainability remains a significant challenge, primarily due to the Project's decentralised delivery model, limitations in UN-affiliated funding mechanisms, and the absence of a structured exit strategy or long-term resource mobilisation plan at the Project's inception.

255. Country ownership and drivenness was observable in several regions, especially where GO4SDGs was able to engage with ministries and national actors through regional offices. Yet this varied across geographies, with more limited uptake in regions where government responsiveness was slow or coordination with other UN initiatives was fragmented. The Project's regional model helped mitigate

some of these challenges by strengthening sub-regional SCP networks and promoting peer learning.

256. The Project benefited from strong technical leadership and responsiveness, with many stakeholders commending its agility and engagement style. Nevertheless, structural challenges related to contracting delays, limited staff capacity, and variable coordination across regions at times constrained efficiency. Staff turnover, both within UNEP and among implementing partners, also introduced discontinuity, which impacted follow-up and institutional memory.

257. Strong leadership ensured that communication and follow-up with partners remained consistent and effective. Stakeholders noted that the Project's success in delivering a wide range of outputs across regions was in large part due to the project management team's responsiveness and dedication. Formal and informal communication channels were well maintained, with regular contact helping to align global, regional, and national priorities. Moreover, the leadership team played a pivotal role in maintaining momentum, ensuring that partners remained engaged and that activities progressed in a coherent and timely manner.

258. The Project was recognised for its opportunistic agility, where it was able to identify strategic entry points and mobilise partnerships quickly, especially where technical innovation or commercial investment opportunities were emerging. Stakeholders praised its ability to "bridge gaps" across sectors, particularly through dynamic use of networks that bypassed bureaucratic constraints typical of multilateral programmes. While this opportunistic approach yielded clear value in many cases, it also resulted in a fragmented project identity. This may have made it more difficult to measure cumulative impact or define a coherent overarching narrative.

259. Despite this, the networks and relationships cultivated through the Project are cited as its most enduring asset. Partners described the cross-regional, cross-sectoral exchange enabled by webinars, workshops, and collaborative tool development as transformative, particularly for SMEs and start-ups who gained access to peer learning and new markets. These platforms continue to provide value beyond the Project's formal closure and are expected to support long-term institutional learning and innovation.

260. It is clear that there is both appetite and opportunity to consolidate and build on GO4SDGs' achievements. Several regional partners and institutions have already absorbed aspects of the Project into their ongoing work. However, stakeholders highlighted the need for a follow-on mechanism that can provide technical backstopping, refresh knowledge products, and continue facilitating the cross-regional dialogue that GO4SDGs helped to establish. Moreover, there is scope to strengthen institutional integration of key tools by aligning them more directly with national and sub-regional development plans.

261. Future initiatives would benefit from embedding a more deliberate exit and scaling strategy, greater institutional anchoring within UNEP and key partner frameworks and improved systems for monitoring legacy outcomes. There is also a need for refining the Project's focus, whether thematically (e.g., SCP in high-impact sectors) or geographically (e.g., deeper engagement in fewer regions), to enable stronger outcome-level consolidation and policy integration.

B. Summary of project findings and ratings

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

UNEP Evaluation Office Validation of Performance Ratings:

The UNEP Evaluation Office formally quality assesses (see **Annex X**) 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 assesses the quality of the Report at the 'Satisfactory' level and validates the overall project performance rating at the '**Satisfactory**' level.

Table 7 Summary of project findings and ratings[5]

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 GO4SDGs project was strongly aligned with UNEP's strategic priorities, donor objectives, and global sustainability agendas. It addressed regional and national SCP needs, complementing existing initiatives while maintaining coherence with SDG 12 and UNEP's MTS.**	**HS**	**Rating is validated**	**HS**
1. Alignment to UNEP MTS, POW and strategic priorities	Strong alignment with UNEP's focus on SCP and green economy, including contributions to MTS 2022–2025 and PoW outputs.	HS	Rating is validated	HS
2. Alignment to Donor/Partner strategic priorities	Well-aligned with donor interests, particularly Norway and EU, in circular economy and SCP promotion.	HS	Rating is validated	HS
3. Relevance to global, regional, sub-regional and national environmental priorities	High relevance with SDG 12 and regional SCP priorities.	HS	Rating is validated	HS
4. Complementarity with relevant existing interventions/coherence	Strong complementarity with UNEP, PAGE, One Planet Network, etc.	HS	Rating is validated	HS
Quality of Project Design	**Broad but ambitious design with adaptable components; trade-offs between scope and coherence noted.**	**S**	**Rating is validated**	**S**
Nature of External Context	**Moderately challenging due to slow institutional reform cycles in some regions;**	**F**	**Rating is validated**	**F**

[5] 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
	COVID-19 posed risks early on.			
Effectiveness	**High level of output delivery and made notable progress toward outcomes, particularly in fostering networks, capacity-building, and awareness around SCP and circular economy.**	**HS**		
1. Availability of outputs	Most outputs delivered as planned; high-quality knowledge tools and partnerships established.	HS	The rating is adjusted to S (Satisfactory). Whereas the review highlights the notable achievement in delivering Outputs to beneficiaries, there is insufficient information provided on the scale as there has been no assessment made against the programmed indicators and targets to justify a 'Highly Satisfactory' rating.	S
2. Achievement of project outcomes	Progress toward outcomes was strong in selected areas (e.g., tourism, youth, SMEs), though less consistent elsewhere.	HS	The rating is adjusted to S (Satisfactory) The review notes that there is progress along the TOC causal pathways but does not offer a sufficient and evidence-based assessment of uptake /adoption/ application of outputs for each Outcome, or measurement of achievement against the outcome indicators and targets, to justify a 'Highly Satisfactory' rating. (Note that para 188 discusses improvements made to the outcome-oriented indicators and reporting practices – these data should have been used to support the analysis of this criterion) The review makes broad generalisations of achievement but does not offer specific evidence/examples of mainstreaming of SCP, circularity and inclusive Green Economy in regional and/or national policies (Outcome 1); neither does it provide substantive evidence of cooperation between SMEs and financial institutions (Outcome 2).	S
3. Likelihood of impact	Likely in regions with stronger partner absorption; variable long-term uptake limits	L	The rating is adjusted to ML (Moderately Likely)	ML

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
	rating.		There is no systematic analysis of the causal pathways, roles played by key actors / change agents, Drivers and Assumptions, influencing the change process, or an analysis of Intermediate States, to help demonstrate the likelihood that the Outcomes will progress towards achievement of the intended Impact. The report also notes that the variability of results achieved across the regions is a limiting factor. While progress has been made to create awareness and embed SCP and CE into policy dialogues and institutional agendas, the transition to sustained reforms is mixed (para 200-201)	
Financial Management		**S**	**Rating is adjusted to Highly Satisfactory**	**HS**
1. Adherence to UNEP's financial policies and procedures	The project complied fully with UNEP's financial rules and donor transparency requirements.	HS	Rating is validated	HS
2. Completeness of project financial information	Financial reporting was complete, accurate, and submitted in line with required procedures.	HS	Rating is validated	HS
3. Communication between finance and project management staff	Adequate coordination between financial and technical leads, though some contracting delays affected implementation.	S	The rating in the review report (page 40) is given as HS (Highly Satisfactory) and is supported by the narrative that "regular communication ensured strong financial oversight and allowed the project to remain on track with expenditure targets" (para 174).	HS
Efficiency	**Delivery with modest resources was commendable; strong cost-effectiveness and timely results through flexible budgeting, decentralised delivery, and strategic partnerships, despite modest resources and some administrative delays.**	**S**	**Rating is validated**	**S**
Monitoring and Reporting	**Adequate, with regular reporting and a responsive approach to the Mid-Term Review recommendations. However, the original design**	**HS**	**The rating is validated.** **Improvements to the monitoring system occurred post-MTR, particularly on better tracking of**	**HS**

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
	lacked strong indicators for tracking institutional uptake and post-project influence, which limited the ability to assess longer-term outcomes.		**downstream results (beyond activity outputs) and more outcome-oriented performance assessment**	
1. Monitoring design and budgeting	M&E plan established with improvements post-MTR; disaggregated data and uptake tracking could be stronger.	S	Rating is validated but with some reservations. The reviewer notes that monitoring arrangements were relatively modest in the original design, but were progressively strengthened during implementation (para 141 and Table 2)	S
2. Monitoring of project implementation	Effective follow-up through semi-annual reviews and MTR recommendations integration.	HS	The rating is validated	HS
3. Project reporting	Reporting was timely and generally complete.	HS	The rating is validated	HS
Sustainability	**Institutional sustainability remains strong with the integration of tools and approaches into ongoing work. More structured exit strategies would have strengthened long-term continuation.**	**L**	**The rating is adjusted to ML (Moderately Likely)** **Sustainability sub-categories are aggregated to the lowest rating, as they are considered to be mutually limiting factors**	**ML**
1. Socio-political sustainability	Promising in regions where policies have been influenced. However, this will depend on continued leadership.	L	Rating is validated	L
2. Financial sustainability	Reliance on in-kind support and lack of exit finance strategies	L	The rating is adjusted to ML (Moderately Likely) The findings point to substantive challenges to mobilise funds at a sustainable scale across the regions (para 206-208, 211)	ML
3. Institutional sustainability	Partner integration of tools and methods noted in many areas.	HL	The rating is adjusted to L (Likely) The analysis points to several shortcomings in the capacity to scale or institutionalise key project results within partner organisations (para 215-216, 236-238, and 249-250)	L
Factors Affecting Performance		**S**	**Rating is validated**	**S**
1. Preparation and	Good stakeholder engagement, clear	S	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
readiness	governance, co-financing mobilised; safeguards established.			
2. Quality of project management and supervision		HS	Rating is validated	HS
2.1 UNEP/Implementing Agency:	Excellent leadership and technical oversight; regional flexibility was a key success factor.	HS	Rating is validated	HS
2.2 Partners/Executing Agency:	Delivery partners committed and effective.	S	Rating is validated	S
3. Stakeholders' participation and cooperation	Wide engagement and dynamic partnerships; some confusion due to shifting scope and informal onboarding.	HS	Rating is validated	HS
4. Responsiveness to human rights and gender equality	Gender featured in tools and reporting	S	Rating is validated	S
5. Environmental and social safeguards	No major safeguard issues identified; risk assessments and regional contexts considered during inception.	S	Rating is validated	S
6. Country ownership and driven-ness	Variable across regions; strong in Africa and LAC, weaker in more centralised systems.	S	Rating is validated	S
7. Communication and public awareness	Significant investment and reach; brand clarity and identity challenges limited external recognition.	S	Rating is validated	S
Overall Project Performance Rating	**GO4SDGs demonstrated considerable impact, adaptability, and partner-driven engagement within modest means. Some structural and thematic issues remain.**	**HS**	**The overall rating is adjusted to Satisfactory based on a weighted scoring of the validated ratings of all the review criteria.** (Note: para 21 assigns two rating scores (S and HS) while the Evaluation Office only accepts a single rating. Para 272 also indicates that the overall rating is 'Satisfactory')	**S**

C. Lessons learned

Lesson Learned #1:	**Flexible and decentralised delivery models enable locally relevant impact.**
Context/comment:	The regionalised implementation model allowed GO4SDGs to engage with national actors quickly, identify context-specific needs, and adapt tools accordingly. This responsiveness enhanced ownership and policy relevance in many regions. However, where this approach lacked strong national anchoring, the Project's contributions were more fragmented.

Lesson Learned #2:	**Knowledge tools have high uptake when co-created and context-sensitive.**
Context/comment:	GO4SDGs' most widely used outputs were those developed through collaborative, regional processes. These tools addressed practical gaps for governments, SMEs, and civil society, and were disseminated effectively. The Project showed that knowledge tools are more likely to be sustained when developed in dialogue with users and tailored to real institutional or policy entry points.

Lesson Learned #3:	**Strategic flexibility enhances relevance when guided by clear parameters.**
Context/comment:	GO4SDGs demonstrated valuable adaptability by responding to emerging opportunities, which helped sustain momentum and deepen engagement. This flexible approach enabled the Project to capitalise on regional and thematic entry points across diverse contexts. To maintain coherence, future initiatives should apply strategic boundaries from the outset, ensuring that responsive actions remain aligned with core objectives and contribute to a clearly defined set of outcomes.

Lesson Learned #4:	**Focused interventions generate deeper impact and greater clarity.**
Context/comment:	GO4SDGs' wide-ranging scope enabled it to engage across diverse sustainability topics and regions, demonstrating flexibility and reach. However, this breadth sometimes led to a dilution of impact. A more concentrated thematic or regional focus would have allowed for deeper institutional change, clearer communication of results, and stronger partner alignment.

Lesson Learned #5:	**Communications strategies should pair strong delivery with clear messaging and a distinct project identity that complements UNEP's overarching presence.**
Context/comment:	GO4SDGs made substantial investments in communication outputs and platforms, including the early development of a logo, a project website, social media channels, and presentation templates. These tools successfully aligned with UNEP's external identity and contributed to the organisation's broader visibility, helping to build sustained partnerships beyond the immediate project lifecycle. However, while the visual identity and technical labelling were consistently applied, there was room for improvement in the coherence of the project's messaging and its articulation of a unifying narrative or value proposition. In some cases, the diversity of activities and language used may have caused confusion for external audiences, including national stakeholders, regarding how GO4SDGs related to UNEP as an institution. Future initiatives may benefit from a communication strategy that more clearly distinguishes the Project's purpose and thematic contribution, through harmonised key messages, while continuing to reinforce ONE UNEP's institutional identity.

D. Recommendations

Recommendation #1:	**Ensure greater thematic focus and strategic coherence from the outset in future project design by selecting a limited number of interlinked topics**
Challenge/problem to be addressed by the recommendation:	The Project was ambitious in scope, addressing multiple themes across SCP, circular economy, green jobs, sustainable tourism, SME engagement, youth empowerment, and more. While this breadth allowed the Project to demonstrate flexibility and react to regional opportunities, it ultimately led to a possible diffusion of focus that complicated both implementation and results measurement This wide scope also presented difficulties in building a unified narrative around the Project's identity and value proposition. A fragmented perception has possibly limited the Project's ability to communicate its contribution to long-term change or position itself strategically for follow-on support. Furthermore, the thematic breadth placed pressure on limited resources, with the project often "scratching the surface" rather than driving deep, systemic change. A more focused thematic approach would allow for stronger integration between global and regional activities, deeper engagement with key stakeholders in fewer domains, and better conditions for sustainability. Narrowing the scope would also enable more robust monitoring and evaluation, with clearer indicators of success and attribution pathways.
Priority Level:	High

Type of Recommendation	Strategic Planning and Project Design
Responsibility:	UNEP Programme Manager, SCP Focal Area Coordinators, Project Design Teams, in consultation with Donor Partners
Proposed implementation time-frame:	During design phase

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

- Section 187, 191, 201, 207

Recommendation #2:	**Institutionalise clear sustainability and exit strategies at the project design stage, including capacity-building plans for partners, resource mobilisation strategies, and pathways for long-term uptake of key initiatives.**
Challenge/problem to be addressed by the recommendation:	Future projects should develop formal guidance and toolkits to support partners in internalising successful approaches beyond the Project lifecycle. This includes providing orientation on integrating project tools into national systems, ongoing technical support mechanisms, and guidance on aligning with other funding streams or national priorities to ensure continuity. The sustainability of GO4SDGs outcomes varies across regions and thematic areas. Strong alignment with institutional mandates and strategies has allowed for some regional and national partners to independently continue activities. However, these have mostly been opportunistic rather than systematically prepared from an early stage. In some cases, partners began allocating their own resources or embedding approaches into their wider programming, but others faced difficulties due to the absence of structured exit or sustainability strategies. Sustainability efforts were initiated toward the end of the project, particularly in collaboration with 10YFP and UNEP FI, they were not embedded early enough to allow for full planning, fundraising, or capacity development. In particular, limited attention was paid to assessing the absorptive capacities of partners at inception or to developing concrete strategies to transition project responsibilities post-closure . While the Project's decentralised, partner-led model created valuable networks and regional traction, it also introduced variability in the sustainability of outcomes, especially where institutional or staff continuity was limited. To ensure that future programmes avoid this fragmentation, a more deliberate approach to institutionalisation could be adopted. This includes co-developing sustainability roadmaps with partners, building their capacity to independently fundraise and manage activities, and creating toolkits that facilitate the internalisation of project methodologies within national systems.
Priority Level:	High
Type of Recommendation	Strategic Planning and Capacity Development

Responsibility:	UNEP SCP Programme and Project Managers, in collaboration with Regional Coordinators and Key Implementing Partners
Proposed implementation time-frame:	Design Phase

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

- Section : 152 -169

Recommendation #3:	**Strengthen monitoring systems to track institutional uptake and long-term integration of project tools and approaches**
Challenge/problem to be addressed by the recommendation:	While GO4SDGs maintained active and adaptive monitoring during implementation, particularly at the activity and output level, it lacked mechanisms to track the downstream use and institutionalisation of its tools, methodologies, and capacity-building resources. This gap limited the Project's ability to demonstrate how outputs translated into sustained change, particularly where governments and partners began embedding SCP principles into policies and programmes. Given that a key success of the Project was the development of practical, demand-driven tools and regional policy dialogues, future initiatives should embed monitoring indicators that assess the continued use, scaling, and adaptation of these outputs beyond the project period. This could include follow-up with institutional partners, tracking integration into national frameworks, and monitoring alignment with broader sustainability planning (e.g. SDG 12, circular economy strategies). Doing so would provide a fuller picture of long-term results and strengthen the evidence base for replication and upscaling.
Priority Level:	High
Type of Recommendation	Monitoring and Evaluation
Responsibility:	UNEP SCP Programme; Project Design Teams; Regional Coordinators; UNEP Evaluation Office
Proposed implementation time-frame:	Design Phase

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

- Section 48, 87, 105, 139, 140

Recommendation #4:	**Strengthen partner onboarding and communication coherence through a structured engagement framework that clarifies the project's purpose, unique contribution, and alignment with UNEP's institutional identity.**

Challenge/problem to be addressed by the recommendation:	Some partners experienced confusion in understanding the specific focus and value proposition of GO4SDGs within the broader UNEP ecosystem. While the Project maintained visual and institutional consistency with UNEP's identity, there was occasional lack of clarity regarding how individual initiatives, roles, and deliverables fit within a shared strategic purpose. This was particularly noted among partners who joined mid-way or operated across overlapping themes. Thematic breadth and evolving priorities further complicated alignment, occasionally resulting in missed opportunities for synergy or stakeholder continuity. A structured onboarding and partner engagement approach, introduced early in the project cycle, would ensure stakeholders are equipped with clear and consistent messaging about the Project's objectives, its unique role within UNEP's wider work, and their own expected contributions. This could include a Partner Engagement Toolkit covering the Project's narrative, alignment with UNEP strategic priorities, roles and responsibilities, co-creation opportunities, and a shared results framework. Communications guidance should prioritise coherence in message, identity, and purpose, distinguishing the Project's added value without fragmenting UNEP's institutional presence.
Priority Level:	High
Type of Recommendation	Operational / Stakeholder Engagement
Responsibility:	UNEP SCP Programme; Project Management Unit, Regional Coordinators, Communications
Proposed implementation time-frame:	Inception Phase

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

- Section 198-205

Recommendation #5:	**Enhance use of digital communication tools and knowledge-sharing platforms to capture and disseminate solutions, lessons, and innovations in real time.**
Challenge/problem to be addressed by the recommendation:	While GO4SDGs generated a wealth of valuable lessons, tools, and innovative approaches across its five regional platforms, the absence of live or real-time digital communication and dissemination mechanisms limited the visibility and timely sharing of these insights across partners and regions. Stakeholders identified a missed opportunity to document and communicate challenges, adaptive strategies, and replicable solutions more dynamically, particularly in ways that could enable peer learning, capacity building, and visibility during the Project's lifetime. Technological solutions such as real-time dashboards, digital storytelling, interactive knowledge repositories, and live learning events (e.g. webinars, podcasts, peer exchange sessions) could support more continuous and collaborative learning.
Priority Level:	High

Type of Recommendation	Capacity Building / Coordination / Sustainability
Responsibility:	UNEP SCP Programme, Communications Teams, Regional Coordinators
Proposed implementation time-frame:	At inception

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

- Sections: 105, 147–150, 198–205,

ANNEX I. REVIEW FRAMEWORK MATRIX

Criterion	Key Review Question	Indicators	Data Sources	Methods
Strategic Relevance	To what extent did GO4SDGs align with UNEPs MTS, SDG 12, and regional SCP priorities?	References to UNEP PoW/MTS, SDG 12 targets, national SCP strategies	ProDoc, MTS, SDG reports, regional priorities	Document review, key informant interviews
Strategic Relevance	How well did the project complement and add value to existing UNEP and partner initiatives?	Evidence of collaboration with PAGE, One Planet Network, 10YFP, UNEP FI, SEED, etc.	Partner MOUs, interviews, activity reports	Document review, stakeholder interviews
Effectiveness	Did the project achieve its planned outputs and outcomes across regions and themes?	# of outputs delivered vs planned; qualitative quality assessment	Progress reports, Final Review,interviews	Portfolio analysis, partner interviews
Effectiveness	Were tools, campaigns, and partnerships effectively institutionalised or scaled?	# of tools adopted/institutionalised; evidence of national integration	Follow-up reports, interviews, tools dissemination evidence	Case studies
Efficiency	Was the project implemented in a timely and cost-efficient manner?	Budget execution rate; use of no-cost extension; evidence of resource leveraging	Financial reports, MTR, donor communications	Financial analysis, narrative review
Efficiency	How did decentralised delivery and administrative systems affect efficiency?	Extent of decentralised decisions; delays in contracting/recruitment	Interview transcripts, administrative logs	Thematic analysis, triangulation
Sustainability	What mechanisms were put in place to sustain results and institutionalise practices?	Existence of sustainability plans, toolkits, or policy integration	Sustainability section of report, regional interviews	Qualitative review, strategy mapping
Sustainability	How were regional partners and networks supported to continue activities post-project?	Evidence of follow-on funding or regional ownership of activities	Donor reports, exit strategies, regional plans	Stakeholder interviews, document review
Monitoring & Reporting	How well did the M&E system capture progress, learning, and post-project influence?	Presence of M&E plan; tracking of uptake/influence beyond outputs	MTR, M&E tools, Terminal Review annexes	Evaluation tool analysis, logical framework review
Stakeholder Engagement	How inclusive and transparent was the stakeholder engagement process?	# of stakeholders engaged; quality of communication; co-creation activities	Stakeholder maps, regional reports, interviews	Survey analysis, participation tracking
Human Rights and Gender Equality	Were gender and human rights considerations integrated into project design and implementation?	Presence of gender-sensitive tools; disaggregated data; inclusion in campaigns	Training materials, campaign content, interviews	Content analysis, gender review matrix

ANNEX II. PEOPLE CONSULTED DURING THE REVIEW

Table 8 People consulted during the Review

Institution	Name	Role in Project	Gender
UNEP–GO4SDGs	Adriana Zacarias Farah (Nairobi)	Global Head, GO4SDGs, UNEP	F
UNEP–GO4SDGs Africa	David Rubia (Nairobi)	Africa GO4SDGs Coordinator	M
UNEP–GO4SDGs Asia Pacific	Young Ran Hur (Bangkok)	Asia Pacific GO4SDGs Coordinator	M
UNEP–GO4SDGs LAC	Tomas Declercq (Panama city)	LAC GO4SDGs coordinator Based in Panama city, Panama	M
UNEP–GO4SDGs Europe & Central Asia	Madina Ibrasheva (Almaty)	Europe and Central Asia GO4SDGs coordinator	F
UNEP–GO4SDGs West Asia (former)	Paolo Marengo (Lebanon)	GO4SDGs West Asia - former	M
UNEP–GO4SDGsWest Asia (former)	Sarah Asmar (Lebanon)	GO4SDGs West Asia- former	F
UNEP–GO4SDGs Communications	Hellen Wario (Nairobi)	Communications Expert (Consultant)	M
UNEP Administration			
UNEP–GO4SDGs Finance	Fuaad (Paris)	FMO (Finance)	M
UNEP–GO4SDGs Programme Assistant	Almasi Musa (Nairobi)	Programme Assistant	M
GO4SDGs Supervisors			
UNEP Economy Division – Deputy Director	Steven Stone (Paris)	Deputy-Director, Economy Division, UNEP	M
UNEP Resources & Market Branch	Elisa Tonda (Geneva)	Head, Resources and Market Branch, UNEP	F
UNEP Evaluation office			
UNEP Evaluation Office	Janet Wildish (Nairobi)		F
UNEP Evaluation Office	Kakuko Nagatani-Yshida (Nairobi)		F
Germany - Donor and GIZ - Technical Support			
Function donners	Laurinat Jan Philipp (Germany)		F
Function donners	Christina Poser (Germany)		F
UNEP Close Partners to support sectoral and thematic work of GO4SDGs			
UNEP / 10YFP Programme on Sustainable Food Systems	Clementine O'Connor (Paris)	Programme Officer, and expert in the 10YFP Programme on Sustainable Food System. She is supporting the technical work for the Regional working groups on food Waste reduction, and coordinating cooperation with WRAP (NGO)	M
UNEP / Green Growth Knowledge	Hannes MAC NULTY (UK)	Manager	M

Institution	Name	Role in Project	Gender
Platform & I-GO tool		Green Grown Knowledge Platform and supporting cooperation for I-GO tool and SMEs	
UNEP FI – Resource Efficiency Coordinator	Peggy Lefort (Geneva)	Resource Efficiency Coordinator UNEP FI Support for all work on financing circularity in Africa and LAC	F
UNEP Textiles	Bettina Heller (Paris)	Programme Officer UNEP Textiles - cooperation with Sustainable Fashion Academy in West Asia and Asia Pacific	F
UNEP Sustainable Lifestyles & Youth	Garrette Clark (Paris)	Sustainable Lifestyles Programme Officer Sustainable Lifestyles and youth Empowerment – colead of activities	M
UNEP Green Nudges & Youth	Sam Barratt (London)	Youth and Envrionment Alliance Support work on Green Jobs for Youth	M
UNEP Green Nudges & Youth	Noemie Metias (Nairobi)	Green Jobs for Youth Pact	F
10YFP			
UNEP 10YFP Secretariat – Head	Jorge Laguna (Paris)	Head, 10YFP Secretariat Close partner of GO4SDGs	M
UNEP 10YFP Consultant	Svitlana Mikhalyeva (Paris)	Consultant, 10YfP Sust Tourism Supported development of regional eco-tourism standards for Africa and Cental Asia	F
UNEP 10YFP Sustainable Lifestyles	Tunnie Srisakulchairak (Paris)	Sustainable Lifestyles, 10YFP Support to follow up work on Sust lifestyles	F
UNEP 10YFP / IRP	Hala Razian (Paris)	IRP Technical support and linkages with science knowledge	F
UN Agencies			
ILO – Green Jobs for Youth Pact	Susana Puerto Sergio Iriarte (Geneva)	Green Jobs for Youth Pact ILO Co-leads	M
ILO – Green Jobs for Youth Pact	Reis Lopez Rello (Panama)	Green Jobs for Youth Pact UNICEF Co-lead	M
United Nations System Staff College (UNSSC)	Talita De Mello Pinotti	Sustainable Lifestyles learning module	F
United Nations System Staff College (UNSSC)	Sandhya Balasubrahmanyam (Bonn)	Sustainable Lifestyles learning module	F
External Partners			
WRAP	Ann Hickey (West Midlands, UK)	Ann Hickey PA to International Director & Strategic Engagement Director at WRAP	F
Jacobs Ladder Africa	Ms. Sellah Bogonko (Nairobi)	Coordinated the *Alliance for Greening Skills and Opportunities (AGSO)* in Kenya under GO4SDGs, promoting youth green jobs and developing a Green Jobs Legislative Framework.	F
Africa Circular Economy Alliance	Bonmwa Fwangkwal (Nigeria)	Partner on circular economy + UNEP FI report on financing Green later Economy	M

Institution	Name	Role in Project	Gender
Ecotourism Kenya	Edith Alusa (Nairobi)	Sustainable tourism standards	F
E4Impact	David Cheboryot (Nairobi)	Green Jobs for youth in Africa (training SMEs in collaboration with ILO)	M
Kenya National Cleaner Production Centre	Steve Nyamori (Nairobi)	Financing for SMEs in value chains	M
Latina America			
LAC Circular Economy Coalition	Beatriz Carneiro Martins (Panama City)	Beatriz Carneiro Martins, Regional Subprogramme Coordinator Finance and Economic Transformations, Lead LAC Circular Economy Coalition GO4SDGs support: Technical assistance to the Coalition; development circular vision for LAC, knowledge products including report 'Unlocking Circular Economy Finance in Latin America and the Caribbean.'	F
UNEP Finance Initiative	Mabel Gonzalez (Panama City)	Collaboration with UNEP FI, IDB, CTCN on country-level capacity building project on financing circularity	F
UNEP Finance Initiative	Maria Sosa Taborda (Panama City)	Led webinars on financing circular economy for SMEs in Latin America under GO4SDGs.	F
The UN Climate Technology Centre & Network (CTCN)	Ramiro Salinas (Panama City)	Collaboration with UNEP FI, IDB, CTCN on country-level capacity building project on financing circularity	M
BASE Foundation	Carla Della Maggiora	Implementing partner country-level capacity building project on financing circularity	F
Alliance of Ibero-American University Networks for Sustainability and the Environment (ARIUSA) **	Alejandra Reich (Bogotá)	Green nudges, sustainable lifestyles, green jobs for youth	F
Universidad los Andes, Colombia	Carlos A. Trujillo (Bogotá)	Sustainable lifestyles LAC	M
Central Asia			
ESG-Central Asia Ecolabelling Program "Vitality Leaf"	Assel Arystanbekova	Sustainable tourism in Central Asia: • plastic/food waste management; • Regional harmonized eco-certification standard	M
ESG-Central Asia Ecolabelling Program "Vitality Leaf"	Yulia Grachova	Sustainable tourism in Central Asia: • plastic/food waste management; Regional harmonized eco-certification standard	F
Union of Banks of Kyrgyzstan	Rustam Sarybaev (Bishkek)	Sustainable Finance PRB Academy for Central Asia	M
Kazakh-German University (GKU)	Mariya Genina (Almaty)	Sustainable University Models in Central Asia	F
West Asia			
WRAP	Valerie Leney	Food Waste Index report in West Asia	F
Hilton Hotels	Niki Walsh (UAE)	Reducing food waste	F

Institution	Name	Role in Project	Gender
Lebanese American University, Kiswa KSA	JALAL Moghraby (Jeddah)	Shared expertise on integrating sustainable lifestyles into university curricula through GO4SDGs webinars.	M
Asia Pacific			
Massive Earth Foundation	Shailesh Vickram Singh (Noida)	LowCarbon.Earth Accelerator We did 3 editions, supporting Green Jobs.	F
UN Resident Coordinator's Office in Thailand	Marisa Panyachiva (Bangkok)	Enabled GO4SDGs by coordinating strategic partnerships and facilitating multi-stakeholder engagement to integrate sustainable development initiatives into Thailand's national framework.	F

ANNEX III. KEY DOCUMENTS CONSULTED

- Final Prodoc Revision- GO4SDG 2023.xlsx"
- M1-32PGL-000013 Interim Report as at 30 Nov 2021.pdf"
- M1-32PGL-000013 Interim Donor Report for the period ended 30.11.2022_RFS-1-9504497783.pdf"
- 0 Budget Tracker as at May 2023.xlsx"
- Annual Report GO4SDGs version 22 Dec 2022 (1).pdf
- G04SDGs-Annual ProgressReport Oct 2021_Final (1).pdf
- Annual Reports\GO4SDGs Annual Report_2023_digital.pdf"
- Reports_Knowledge Tools.docx"
- MTR-Recommendations implementation.docx"
- Theory of Change.clean.14.03.2024.docx"
- TOC_Revised.10.09.24.pptx
- TOC_Revised.14.03.24.pptx
- Success Story 1_Recipe of Change.docx"
- Success Story 2_LCE.docx"
- Sucess Story 3_Green Jobs for Youth Pact.pdf"
- Success Story 4_Tourism Standards EA.docx"
- 5.Success Story 5_PRB Academy Central Asia.docx"
- Sucess Story 6_Sustainable Lifestyles.docx"
- Reports_Knowledge Tools.docx"
- Success Stories_Template V1.docx"
- The sustainable Ramadan campaign.docx"
- GO4SDG 10YFP Retreat March 2023
- Financial Documents"
- Comms and Outreach"
- Inception Workshop & Partners Meetings"
- Steering Committee - BMUV"
- Internal retreats"
- Best Practices"
- 100/32 PGL -TF PAGE, Interim Certified Financial Statements for the Period ended 30 November 2021
- 100/32 PGL -TF PAGE, Interim Certified Financial Statements for the Period ended 30 November 2022
- 614.8 Project Progress Report, 2023
- Annual Report GO4SDGS, 2022
- GO4SDGs PIMS 3 Year Report, 2022
- Go4SDGs PIMS Report, June 2022
- GO4SDGs: 2nd Partners Meeting, November 2020
- GO4SDGs: Budget Tracker, 2023
- GO4SDGs: Final Project Budget, 2023
- Go4SDGs: Governance Structure and Options for Steering Committee
- GO4SDGs: Steering Committee Options, 2020
- Menu of Services GO4SDGs 2023
- Project Document, 614.8 Go for Sustainable Development Goals, UNEP, March 2020
- Project Revision 1: PoW Project #614.8, 2021
- Stockholm +50 Regional Consultations: Synthesis Report, April/May 2022
- UNEP: For People and Planet: Programme of Work and Budget for 2022-2023
- UNEP: For People and Planet: Programme of Work and Budget for 2020-2021
- UNEP: Medium Term Strategy: 2018-2021

ANNEX IV. CV OF THE REVIEWER

PROPOSED POSITION	
NAME OF STAFF	**Peter O'Neill**
DATE OF BIRTH	06 January 1955 NATIONALITY UK
EDUCATION	• **Master in Business Administration,** Thesis-Transport Policy Oxford Brookes University, U.K., 1996. • **Bachelor of Engineering**, University of Sheffield, U.K., 1977
PROFESSIONAL CERTIFICATION OR MEMBERSHIP IN PROFESSIONAL ASSOCIATIONS	• Chartered Civil and Structural Engineer, Institute of Civil Engineers, U.K. • Current board member of the International Association of Transport, Trade and Services Studies, City University, Hong Kong. • Chairman of the Global Transport Knowledge Partnership, (2005-2009) • Vice Chairman of the Global Road Safety Partnership, (2003-2009)
OTHER RELEVANT SKILLS AND TRAINING	• Monitoring and evaluation design and implementation • Programme development, log frames, theory of Change • Consultation and consensus builder • Sustainable transport strategies and policy, • Urban transport research and policy • Intelligent Transport Systems • Capacity Building and Institutional development • Programme feasibility and management, appraisal and formulation • Climate resilient and clean transport systems • Road resilience policies and assessment • Road safety • Data collection and analysis • Studies, appraisals and report writing
COUNTRIES OF WORK EXPERIENCE	Anguilla, Bahamas, Bangladesh, B.V.I, Cambodia, England, Ethiopia, Kenya, Indonesia, Laos, Montserrat, Mozambique, Myanmar, Nepal, Norway, Philippines, St. Maarten, South Africa, Sri Lanka, Tanzania, Thailand, Turks and Caicos, Vietnam, USA, Zimbabwe

LANGUAGES	***Speaking***	***Reading***	***Writing***
English	*Mother tongue*	*Mother tongue*	*Mother tongue*

EMPLOYMENT RECORD

2017 - present	**Independent Consultant**
2012 - 2017	**Chief of Transport Policy and Development, UN ESCAP, Bangkok; Thailand** | United Nations
2009 - 2012	**Lead Infrastructure Specialist** | World Bank

1997 - 2009	**Senior Adviser OTD and Deputy Head of Research** | U.K. Department for International Development DFID
1983 - 1997	**Senior Engineer** l Scott Wilson Kirkpatrick, Consulting Engineers

WORK UNDERTAKEN THAT BEST ILLUSTRATES CAPACITY TO HANDLE THE TASKS ASSIGNED

Over 30 years of professional experience in development cooperation working for, as a staff member, international organisations such as the World Bank, and the United Nations Economic Commission for Asia/Pacific (UNESCAP), donors such as the U.K.'s Department for international Development, (DFID), infrastructure and management consultancy organisations and recently as an independent consultant in the fields of monitoring and evaluation of development programs for international organisations.

Over 20 years' experience of living and working in the Caribbean and currently working part time on design and implementation of M&E systems for major projects on road and water schemes in Dominica. Designed and conducted the Mid-term Review of the Sint Maarten Reconstruction, Recovery and Resilience Program**.** I have over 35 years of experience in programme design, developing logical frameworks, results frameworks theory of change and monitoring and evaluation. Expertise is mainly in developing relevant and practical solutions customised to local circumstances, and matrixes for evaluation. Considerable content is focused on the passing on of skills and procedures.

Recent projects undertaken as an independent expert include the terminal evaluation also the Mid-Term Review of UNEP's GO4SDGs project that focused on small businesses and youth employment and extensive data collecting management and analysis. Part of this work involved the complexities of managing small businesses and how skill training and knowledge transfer could assist. I also undertook the MTR of the GEF/UNEP Global Project for e-mobility.

Work has involved large scale research, data analysis implementation and knowledge generation projects for mainstreaming of approaches in National and International development agenda.

Strong track record in creating effective networks with local and international project stakeholders and extensive contacts within the development banks, UN organisations and national governments. Proven ability to link project initiatives with different project partners and a wider public; extensive experience in liaising with media and employing visibility and promotional tools; Competent presenter, workshop organiser and facilitator. For EU/E-READI ASEAN completed two successful road safety studies with reports and workshops.

Proven track record in providing leadership, strategic direction and high-level management support for complex projects with focus on transport policy focusing on safe infrastructure provision, cleaner systems, road safety, climate change adaptation and gender equality, involving multidisciplinary teams, donors, governments, private sector and communities. Led multi-sector teams at the World Bank of transport projects (2009-2012)

Strong team player with very good communication skills for liaising and consulting with stakeholders at all levels in an intercultural setting from governments, universities, international organizations, donor community, and private sector.

Duration Mar 24 – present Position: M&E Specialist Location: Remote with visits Client: CDB	**MONITORING AND EVALUATION SPECIALIST FOR DOMINICA WATER AND TRANSPORT PROJECTS.** **Main Project features:** Designer and Implementer of Water and Transport Sector monitoring and Evaluation systems in Dominica. Work includes capacity building workshops and contractor supervision, risk registers, community liaison, environmental and social safeguards. **Tasks performed**: Consultation with stakeholders, communities, politicians and all consultants and contractors.

	Design of a results-based monitoring system and a data collection 9 including software use in data collection and management system Manage, implementation with capacity building for M&E implementation for projects in the roads and water sector in Dominica Deliver quarterly reports
Duration Sep 24 – March 2025 **Position:** Reviewer **Location:** Remote **Client:** UNEP	**MID-TERM REVIEW GLOBAL PROJECT E-Mobility** Delivered a Review that evaluates and provides recommendations on how countries from around the Globe can plan and manage shift to electric mobility (EM Global)" GEF 10270 which is the Coordinating Project of the Global Electric Mobility Programme (GEF 10114). The project includes multi stakeholders with UNEP and development banks to coordinate programmes and promote e-mobility. GEF funded . **Tasks performed:** Led the planning, investigation analysis and reporting of this Mid-term Review Undertook institutional analysis and engagement with regional and local mobility stakeholders Developed methodology for integrated planning across the global project and its national projects including Theory of Change and risk register Delivered a MTR Report with Recommendations and Action Plan.
Duration: 2022 - 2023 **Position:** Investigator **Location:** Remote and kenya Client UNEP Kenya	**MID-TERM EVALUATION OF UNEP GO4SDGS PROGRAMME** **Main Project Features:** Mid-term Review on UNEP's The Global Opportunities for Sustainable Development Goals (GO4SDGs) initiative incorporating efficiency improvement (including EV) to accelerate progress towards achieving SDGs through climate adaptation and mitigation, sustainability. **Tasks performed**; Principal investigator, interviewer, analyst and Report Writer
Duration: April 2021-Mar 2022 **Position:** Team Leader Consultant **Location:** Home office with visits **Client:** World Bank	**MID-TERM REVIEW OF THE WORLD BANK'S SINT MAARTEN RECOVERY, RECONSTRUCTION AND RESILIENCE TRUST FUND** **Main Project Features**: Qualitative and quantitative review of programme and report with recommendations **Tasks performed**: Framework developer and evaluator against Mid-Term criteria and questions for the progress against objectives, governance performance, and resilience of the programme. Included was extensive triangulation of data, gap analysis and with recommendations from lessons learnt for future direction and systems. Policies for resilience and disaster preparedness. Follow up Action Plan
Duration: April 2022 - May2023 **Position:** Principal Consultant	**CAPACITY BUILDING FOR SUSTAINABILITY AND RESILIENCE OF SINT MAARTEN INFRASTRUCTURE REHABILITATION** **Main Project features:** Review and status determination, recommendations and action plan for capacity building **Tasks performed:**

Location: Client: World Bank	Study to determine institutional and capacity building needed to maintain and make resilient World Bank interventions and then carry out capacity building activities for Sint Maarten.
Duration: Nov 2017 – Nov 2019 **Position:** Team Leader **Location:** Home/visits **Client:** RECAP/DFID	**WORLD BANK'S AFRICAN TRANSPORT POLICY PROGRAMME SSATP FIVE-YEAR DEVELOPMENT PLAN AND RESULTS FRAMEWORK** **Main Project Features:** Transport Policy formulation. Research, review, analysis, interviews, strategy drafting, results frameworks Areas of work included capacity building for resilient implementation and policy cleaner urban transport systems, 'Mainstreaming Decarbonisation and Digital Technologies in Transport Policy. **Activities Performed*:*** Developing the five-year strategic objectives, results framework, operational strategy and monitoring and evaluation plan for the pan Africa transport policy programme**.**
Duration: March – August 2019 **Position:** Sole Author **Location:** **Client:** GIZ/EU	**EVALUATION STUDY ON HARMONISING OF ASEAN ROAD SAFETY REGULATION WITH UN LEGAL INSTRUMENTS AND RESOLUTIONS** **Main Project Features**: Study, visits, interviews, analysis recommendations. **Activities Performed*:*** An investigation of practices and current policy and a gap analysis of road safety policies together with data collected on road crashes with subsequent data analysis, and recommendations on plan to evaluate and monitor the current status of road safety implementation against the UN conventions and regulations
Duration: Nov 2017 – Nov 2019 **Position:** Team Leader	**A STUDY AND ACTION PLAN FOR THE NEED OF AN ENVIRONMENTALLY SUSTAINABLE TRANSPORT AND RESILIENT ROAD ASSET MANAGEMENT FORUM FOR AFRICA** **Main Project Features**: A study of options, type and needs for Environmentally Sustainable Transport in Africa and Study recommendations on findings. Work included cleaner vehicle systems. **Activities Performed: Investigator, interviewer, analyst, Report Writer.**
Duration: Jun – Dec 2024 **Position:** Senior Expert **Location:** Remote **Client:** GIZ/EU	**STUDY ON THE ROLE AND APPLICABILITY OF INTELLIGENT TRANSPORT SYSTEMS ITS TO SUPPORT ADOPTION OF Electric Vehicles IN ASEAN** **Main Project Features**: A Report on the status, challenges, issues and recommendations for accelerating EV use in ASEAN, charging strategies, with business case planning and financial modelling. Comparison with EU successes in the area. **Tasks Performed**: Undertook the research EV with planned methodology literature review, interviews and surveys Conducted comparative policy analysis across the ten member States of ASEAN Assessed ITS use and electrification readiness and proposed EV-based business cases Designed a stakeholder consultation framework and validated findings with local actors and ASEAN Delivered recommendations for benefits, incentives and a coordinated approach to standardisation of systems, financial modelling, investment planning, and institutional reforms.

Duration: Mar – Aug 2024 **Position:** Senior Non-key Expert **Location:** Remote **Client:** DT Global/GIZ	**POPULAR TRANSPORT BUSINESS MODELS AND FINANCIAL MECHANISM RESEARCH IN LATIN AMERICA, AFRICA, AND ASIA.** **Main Project Features**: A White Paper Report following a study of options and needs for popular informal transport in Africa and Study recommendations on findings for reform and incorporation of informal transport, with business case planning and financial modelling. The study examined informal and popular transport systems across Latin America, Africa, and Asia to identify sustainable business models and financing mechanisms. The research assessed operational characteristics, socio-economic roles, and transition strategies towards formalisation, with special focus on electrification and integration with urban mobility strategies. The findings contributed to global guidance for donors and urban mobility institutions. **Tasks performed:** Conducted research on informal transport typologies, business models, and financial viability Conducted comparative policy analysis across 10 cities in Africa and Asia Delivered recommendations for financial modelling, investment planning, and institutional reforms Drafted a Report on the findings and recommendations
Duration: 2023 - 2024 **Position:** Principal Consultant Client: UNESCAP	**SUSTAINABLE URBAN TRANSPORT INDEX ASIA (UPDATED)** **Main Project features:** Production of Assessment Tool and selected assessment of ASIAN cities progress towards sustainable clean energy urban transport outcomes that include a multi-aspect criteria and assessment of sustainable outcomes: **Tasks performed**: Planned the criteria and analysed data input against outputs Designer, coordinator and policy advisor for the project Publiciser of the Index and its benefits and incentives.
Duration: 2012-2017 **Position:** Team Leader **Location:** Client: UNESCAP	**SUSTAINABLE URBAN TRANSPORT CAPACITY BUILDING WORKSHOPS** **Main Project features:** Series of workshops to build capacity in Asian cities for ascertaining feasibility and planning sustainable clean transport systems including electrification **Activities performed**: Programme content, arrangements and delivery of workshops with presentations and reporting.
Duration: Jul-Dec 2017 **Position:** Programme Team Leader **Location:** 12 Central Asian States **Client:** UNECE	**ENHANCING REGIONAL CONNECTIVITY THROUGH INTELLIGENT TRANSPORT SYSTEMS (ITS) AND GEOGRAPHICAL INFORMATION SYSTEMS (GIS)** **Main Project Features**: Investigation, analysis, meetings management, Report writing **Activities Performed***:* develop a technologically advanced GIS mapping system for Central Asian Transport Infrastructure (existing and planned) that links to existing and planned ITS. This work included all the data on road safety mapped onto GIS platforms.

Duration: 2021-2022 **Position:** Principal Investigator SNKE **Location:** Home Office with visits **Client:** GIZ/EU	**STUDY REPORT FOR THE ASEAN MEMBER STATES ON STRATEGIES AND POLICIES TO SUPPORT THE TARGETS OF THE UN GLOBAL PLAN FOR THE DECADE OF ROAD SAFETY 2021-2030** **Main Project Features**: A study to determine what the AMS are doing to achieve the targets and how the Report can help focus their activities on evidence-based policies **Activities Performed**: Research, review, questionnaires, interviews, analysis, Report writing and recommendations.
Duration: 2023 **Position:** Senior Non-Key Expert **Location:** **Bangkok, Thailand** **Client:** GIZ/EU	**PREPARATION, DOCUMENTATION, EVENT ORGANISATION AND FACILITATION AND MANAGEMENT OF THE EU/ASEAN WORKSHOP ON ROAD SAFETY** **Main Project features:** Workshop preparation and workshop delivery, management of staff and contractors **Activities performed:** Documentation preparation, speaker invitation and communication, logistics and facilitation. Workshop delivery and report
Duration: 2015-2016 **Position:** Team Leader **Location:** Bangkok Thailand **Client:** UNESCAP	**E-LEARNING SERIES ON PUBLIC-PRIVATE PARTNERSHIPS** **Main Project Features**: Production of modules for on-line training in all aspects of PPP **feasibility,** preparation and execution **Activities Performed**: Team Leader on the development and production of PPP learning modules **https://www.unescap.org/our-work/transport/financing-and-private-sector-participation/public-private-partnership-course**
Duration: 2015 - 2017 **Position:** Team leader **Location: Remote** **Client:** UNESCAP	**A SUSTAINABLE URBAN TRANSPORT INDEX FOR ASIAN CITIES** **Main Project Features**: Developing the greener urban transport sector contribution to the 2030 development agenda especially the role of cleaner systems, maintenance of systems and resilience to extreme events. Identifying mitigation and adaptation mechanisms and equivalent NAMAS. Overall objective is to identify the progress of Asian cities towards the SDG's including the road safety target. **Activities Performed**: management of project
Duration: 2009-2012 **Position:** Programme Manager Staff member **Location:** USA **Client:** World Bank	**MANAGEMENT OF INFRASTRUCTURE TRUST FUND ACTIVITIES** **Main Project Features**: Safer and resilient transport systems analysis recommendations and advocacy **Activities Performed**: Road Safety and the Global Road Safety Facility. Transports contribution to green growth; Climate change and disaster management; Developing the Korean trust fund Green Growth criteria; Improving the Climate Resilience of Vulnerable Rural Roads in Vietnam; Vietnam Rural Roads Surfacing Research Programme; sustainability audit; Albania local roads study, asset management Toolkit

ANNEX V. REVIEW TORS (WITHOUT ANNEXES)

Note: No TORs were developed for the terminal review. However, it is important to highlight that the consultant follow up all the required set of review criteria listed in UNEP's guidance for terminal reviews.

ANNEX VI. COMMUNICATION AND OUTREACH TOOLS

Insert any communication and outreach tools used to disseminate results (e.g. power point presentations, charts, graphs, videos, case studies, etc.) or provide links.

Website

Social Media (57) Adriana Zacarias Farah | LinkedIn

PPT – GO4SDGs Closing Meeting

GO4SDGS Final Report

Video Closing event

ANNEX VII. PROJECT BUDGET AND EXPENDITURE

Project budget and expenditures

Type of funding	Source of funding	Details	2020	2021	2022	2023	2024	Total
Cash	Environment Fund (EF) activity budget							
	Regular Budget (RB) activity budget							
	TOTAL EF/RB BUDGET							
	Extra Budgetary Funding (XB) (posts + non-post + Programme Support Cost (PSC))	Secured (Germany)	133,038	1,335,171	1,399,193	2,447,103	1,914,094	7,228,598
		PSC Germany (13 %)	17,295	173,572	181,895	318,123	248,832	939,718
		Secured (Norway)		104,608	68,353			172,961
		PSC Norway (8 %)	-	8,323	6,882			15,205
	TOTAL XB BUDGET		150,333	1,621,674	1,656,323	2,765,226	2,162,926	**8,356,482**
In Kind	Environment Fund post costs			299,000	299,000	100,750	100,750	799,500
	Regular Budget post costs			20,000	20,000	21,250	21,250	82,500
	Other (include name of donor)							
	TOTAL IN-KIND BUDGET							882,000
TOTAL SECURED BUDGET			150,333	1,621,674	1,656,323	2,765,226	2,162,926	8,356,482
TOTAL PLANNED BUDGET (secured + unsecured)								
Allocation to Regional Offices			-	684,865	736,839	1,674,845	1,468,096	4,564,645

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

Division and Regional Office budget

	Office/ Division	2020	2021	2022	2023	2024	Total
Regional budget	Africa		160,492	116,821	497,991	322,728	**1,098,032**
	Europe		32,294	139,105	153,685	79,100	**404,184**
	Asia and the Pacific		47,139	145,336	552,005	535,055	**1,279,535**
	West Asia		54,498	169,162	80,359	300,354	**604,373**
	Latin America and the Caribbean		390,442	166,415	390,805	230,859	**1,178,521**
	North America						-
Divisional budget	Science						-
	Economy	150,333	891,484	908,185	1,011,281	694,830	**3,656,113**
	Ecosystems		45,325	11,299	79,100		**135,724**
	Law						-
	Communication						-

Component/sub-component/output All figures as USD	Estimated cost at design	Actual Cost/ expenditure
Component 1 / Outcome 1	2,914,612	2,747,386
Component 2 / Outcome 2	2,914,612	3,023,408
Component 3 / Outcome 3	2,914,612	2,973,043

ANNEX VIII. FINANCIAL MANAGEMENT TABLE

Financial management components:		Rating	Evidence/ Comments
1. Adherence to UNEP's policies and procedures:		HS:HU	HS Documentation reviewed includes outline of policies and procedures and evidence of adherence
Any evidence that indicates shortcomings in the project's adherence[6] to UNEP or donor policies, procedures or rules		Yes/No	No evidence found
2. Completeness of project financial information[7]:			
Provision of key documents to the reviewer (based on the responses to A-H below)		HS:HU	HS
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes/No or N/A	Yes provided by finance team
B.	Revisions to the budget	Yes/No or N/A	Yes with clear documentation on any changes as well as availability of agreements with stakeholders on revisions
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes/No or N/A	Yes where applicable
D.	Proof of fund transfers	Yes/No or N/A	Yes – financial statements and signed fund receipts
E.	Proof of co-financing (cash and in-kind)	Yes/No or N/A	Yes and indicated in all financial documents
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	Yes/No or N/A	N/A – these feature mostly as annual reporting and progress reporting
G.	Copies of any completed audits and management responses *(where applicable)*	Yes/No or N/A	N/A
H.	Any other financial information that was required for this project (list):	Yes/No or N/A	N/A
3. Communication between finance and project management staff		HS:HU	Yes evidenced through interviews
Project Manager and/or Task Manager's level of awareness of the project's financial status.		HS:HU	HS evidenced through interviews
Fund Management Officer's knowledge of project progress/status when disbursements are done.		HS:HU	HS evidenced through interviews
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.		HS:HU	HS evidenced through interviews
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.		HS:HU	HS evidenced through interviews
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the review process		HS:HU	HS evidenced through interviews and
Overall rating			HS

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

ANNEX IX: IMPLEMENTATION PLAN OF RECOMMENDATIONS

Project Title: GO4SDGs **Contact Person: Adriana Zacarias Farah**

	PLANS			
RECOMMENDATIONS	**ACCEPTED (YES/NO/ PARTIALLY)**	**WHAT WILL BE DONE?**	**EXPECTED COMPLETION DATE**	**REPONSIBLE OFFICER/ UNIT/ DIVISION/ AGENCY**
1.Ensure greater thematic focus and strategic coherence in future project design: GO4SDGs' broad thematic scope enabled wide engagement but reduced coherence and made impact measurement difficult. A more focused approach would allow for stronger integration, deeper stakeholder engagement, and more robust results tracking.	Partially	I agree with this recommendation, however the nature of GO4SDGs was a bottom-up approach and to respond to regional priorities. Which made it difficult to focus only on 1 or 2 themes. Nevertheless, I do agree that it was one of our biggest challenges. This recommendation will be considered for future projects.	An ongoing learning Deadline not applicable	IED FET Global Coordinator
2.Institutionalise sustainability and exit strategies at the design stage: Sustainability varied across regions due to the lack of early planning for institutional handover, partner capacity-building, and fundraising strategies. Future initiatives should co-develop sustainability roadmaps and toolkits with partners from the outset, building absorptive capacity and aligning activities with national systems and funding pathways.	Yes	Recommendation will be considered for future projects.	An ongoing learning Deadline not applicable	IED FET Global Coordinator
3.Strengthen monitoring systems to track institutional uptake and long-term use of project tools. Future projects should integrate follow-up mechanisms and outcome-level indicators to capture sustained influence and support scaling efforts.	Yes	Recommendation will be considered for future projects.	An ongoing learning Deadline not applicable	IED FET Global Coordinator
4.Ensure alignment and sustained engagement, future projects should introduce a structured onboarding process that clarifies the initiative's objectives, expected contributions from partners, and its alignment with UNEP's broader institutional identity. A Partner Engagement Toolkit and harmonised messaging strategy could help reinforce purpose, identity, and collaboration across stakeholders.	Yes	This will be considered for future projects.	An ongoing learning Deadline not applicable	IED FET Global Coordinator
5.Build on the success of the Project's digital communication tools (e.g. live webinars, podcasts, dashboards) to capture and share project challenges and solutions in real time, further enhancing peer learning and visibility across regions.	Yes	This will be considered for future projects.	An ongoing learning Deadline not applicable	IED FET Global Coordinator

ANNEX X. QUALITY ASSESSMENT OF THE REVIEW REPORT

Review Title: Global Opportunities for Sustainable Development Goals: (SMA ID 43459)

Consultant: Peter O'Neill

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

	UNEP Evaluation Office Comments	Final Review Report Rating
Report Quality Criteria		
Quality of the Executive Summary Purpose: acts as a stand alone and accurate summary of the main review product, especially for senior management. To include: • concise overview of the review object • clear summary of the review objectives and scope • overall review rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria • reference to where the review ratings table can be found within the report • summary response to key strategic review questions • summary of the main findings of the exercise/synthesis of main conclusions • summary of lessons learned and recommendations.	Final report *(coverage/omissions):* All required elements are addressed except for a reference to the summary of ratings table. No Strategic Questions are addressed in the Executive Summary, but there may not have been any as this Review is reported to have had no Terms of Reference. Final report *(strengths/weaknesses)*: The summary presents a clear overview of the evaluand, including a summary of the key features of project performance (strengths and weaknesses) and the main conclusions. Gender issues are also captured in the summary.	5
Quality of the 'Introduction' Section Purpose: introduces/situates the evaluand in its institutional context, establishes its main parameters (time, value, results, geography) and the purpose of the review itself. To include: • institutional context of the project (sub-programme, Division, Branch etc) • date of PRC approval, project duration and start/end dates • number of project phases (where appropriate) • results frameworks to which it contributes (e.g. POW Direct Outcome) • coverage of the review (regions/countries where implemented) • implementing and funding partners • total secured budget • whether the project has been reviewed/evaluated in the past (e.g. mid-term, external agency etc.) • concise statement of the purpose of the review and the key intended audience for the findings.	Final report *(coverage/omissions):* Some of the required elements have been covered adequately whereas several others are missing from the introduction. Final report *(strengths/weaknesses):* The introduction adequately presents the purpose of the review and the key intended audience for its findings. The section does not situate the evaluand in its institutional context (sub-programme, Division, Branch etc) or its main parameters (value, results, geography). These are however addressed elsewhere in the report. The main implementing and funding partners are not identified. The Mid-term Review of the project is not mentioned nor its connection to this Terminal Review.	4
Quality of the 'Review Methods' Section Purpose: provides reader with clear and comprehensive description of review methods, demonstrates the credibility of the findings and performance ratings. To include: • description of review data collection methods and information sources • justification for methods used (e.g. qualitative/ quantitative; electronic/face-to-face) • number and type of respondents *(see table template)* • selection criteria used to identify respondents, case studies or sites/countries visited • strategies used to increase stakeholder engagement and consultation	Final report *(coverage/omissions):* All required elements are addressed except for integration of excluded groups, as well as ethical considerations. Final report *(strengths/weaknesses):* The sections adequately describe the methods employed to ensure the credibility of findings and performance ratings. The section could have benefited from the inclusion of the methods used to include the voices of potentially excluded groups, as well as a description of how ethics and human rights issues were incorporated into the methods used (i.e., how anonymity and	4.5

	UNEP Evaluation Office Comments	Final Review Report Rating
• methods to include the voices/experiences of different and potentially excluded groups (e.g. vulnerable, gender, marginalised etc) • details of how data were verified (e.g. triangulation, review by stakeholders etc.) • methods used to analyse data (scoring, coding, thematic analysis etc) • review limitations (e.g. low/ imbalanced response rates across different groups; gaps in documentation; language barriers etc) • ethics and human rights issues should be highlighted including: how anonymity and confidentiality were protected. Is there an ethics statement? E.g. *'Throughout the review process and in the compilation of the Final Review Report efforts have been made to represent the views of both mainstream and more marginalised groups. All efforts to provide respondents with anonymity have been made.*	confidentiality were protected during the Review process)	
Quality of the 'Project' Section <u>Purpose:</u> describes and <u>verifies</u> key dimensions of the evaluand relevant to assessing its performance. To include: • *Context:* overview of the main issue that the project is trying to address, its root causes and consequences on the environment and human well-being (i.e. synopsis of the problem and situational analyses) • *Results framework*: summary of the project's results hierarchy as stated in the ProDoc (or as officially revised) • *Stakeholders:* description of groups of targeted stakeholders organised according to relevant common characteristics • *Project implementation structure and partners:* description of the implementation structure with diagram and a list of key project partners • *Changes in design during implementation:* any key events that affected the project's scope or parameters should be described in brief in chronological order • *Project financing:* completed tables of: (a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing	Final report *(coverage/omissions):* The section covers all the sub-categories required to varying levels of detail. Final report *(strengths/weaknesses):* *Context:* the section does not explicitly describe the main problem, its causes and consequences. *Results Framework:* the results hierarchy as stated in the Prodcoc is not described, neither is there cross referencing to other parts of the report that might contain the results framework (e.g. an annex) *Stakeholders:* these are clearly and sufficiently described, including their affiliation with the project. *Project implementation structure:* the implementation arrangements are adequately described; partners are identified including their roles in project delivery; a diagram showing the organisation of the project and its key stakeholders has been included. *Changes in design during implementation:* the report highlights the key adjustments made to the project during its implementation, and the dates these occurred. The MTR conducted in 2023 has also been discussed. *Project financing:* the section includes details on project funding by source (donor/partner) and by type (cash and in-kind). Completed tables are included to show the planned, secured and expended amounts.	4
Quality of the Theory of Change <u>Purpose:</u> to set out the TOC at Review in diagrammatic and narrative forms to support consistent project performance; to articulate the causal pathways with drivers and assumptions and justify any reconstruction necessary to assess the project's performance. To include:	Final report *(coverage/omissions):* TOC at Review is presented in diagrammatic and narrative forms but not in a manner that can articulate the causal pathways or support assessment of project performance Final report *(strengths/weaknesses):* The process of developing the TOC at Review is briefly described. General reasons for reconstructing the TOC are mentioned; also, the inclusion of Intermediate states and Impact statements in the reconstructed TOC has also been highlighted in the report.	2

	UNEP Evaluation Office Comments	Final Review Report Rating
• description of how the *TOC at Review*[8] was designed (who was involved etc) • confirmation/reconstruction of results in accordance with UNEP definitions • articulation of causal pathways • identification of drivers and assumptions • identification of key actors in the change process • summary of the reconstruction/results re-formulation in tabular form. *The two results hierarchies (original/formal revision and reconstructed) should be presented as a two-column table to show clearly that, although wording and placement may have changed, the results 'goal posts' have not been 'moved'.* This table may have initially been presented in the Inception Report and should appear somewhere in the Main Review report.	Whereas activities, outputs and outcomes are listed (including indicators) in the TOC narrative, the review lacks a well-reasoned and systematic description of any existing interlinkages between them. Descriptive text on outcomes and outputs has been duplicated. (para 92-99 and para 116-121) Causal pathways are poorly articulated; drivers and assumptions affecting these pathways or key agents in the change process are not discussed. The analysis does not include a comparison between the formulation of results in the Prodoc and the TOC at Review. Whereas para 80 implies that changes have been highlighted in red in the TOC diagram, the rationale behind the reconstruction has not been provided.	
Quality of Key Findings within the Report <u>Presentation of evidence:</u> nature of evidence should be clear (interview, document, survey, observation, online resources etc) and evidence should be explicitly triangulated unless noted as having a single source. <u>Consistency within the report:</u> all parts of the report should form consistent support for findings and performance ratings, which should be in line with UNEP's Criteria Ratings Matrix. <u>Findings Statements (where applicable):</u> The frame of reference for a finding should be an individual review criterion or a strategic question from the TOR. **A finding should go beyond description and uses analysis to provide insights that aid learning specific to the evaluand.** In some cases a findings statement may articulate a key element that has determined the performance rating of a criterion. Findings will frequently provide insight into 'how' and/or 'why' questions.	Final report *(coverage/omissions):* Findings have not been presented in a stand-alone section, or as explicit "finding statements", rather they may be found dispersed within the report under assessments of the review criteria, conclusions, lessons learned, and in the summary of ratings table. Findings that provide deeper insights about project performance are for the most part evidence-based (interviews, document, online resources). Triangulation is found in some parts of the review. The ratings are consistent throughout the report except for a few criteria where the rating has had to be adjusted.	5
Quality of 'Strategic Relevance' Section <u>Purpose:</u> to present evidence and analysis of project strategic relevance with respect to UNEP, partner and geographic policies and strategies at the time of project approval. To include: Assessment of the evaluand's relevance vis-à-vis: • Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities • Alignment to Donor/GEF/Partners Strategic Priorities • Relevance to Regional, Sub-regional and National Environmental Priorities • Complementarity with Existing Interventions: complementarity of the project at design (or	Final report *(coverage/omissions):* All the sub-categories are presented with an evidence-based assessment and rating. Final report *(strengths/weaknesses):* Alignment to the UNEP MTS and the priorities of the principal donor (Germany) is sufficiently described. Project relevance to regional and national needs has also been described adequately. Alignment to other donors/funding partners' strategic priorities (Norway, Kuwait) is less well covered in the review. Technical partners and other existing interventions, though mentioned as being closely aligned, are not discussed in sufficient depth to demonstrate their complementarity or coherence with the project.	4.5

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

	UNEP Evaluation Office Comments	Final Review Report Rating
during inception/mobilisation[9]), with other interventions addressing the needs of the same target groups.		
Quality of the 'Quality of Project Design' Section Purpose: to present a summary of the strengths and weaknesses of the project design, on the basis that the detailed assessment was presented in the Inception Report.	Final report *(coverage/omissions):* The section presents a summary of the project design, covering both strengths and weaknesses. A table presenting a summary of the project's design score by criterion is also included. Final report *(strengths/weaknesses):* The report presents a concise summary of the main strengths and weaknesses identified in the project deign document. The overall performance rating appears to be well justified.	5
Quality of the 'Nature of the External Context' Section Purpose: to describe and recognise, when appropriate, key external features of the project's implementing context that limited the project's performance (e.g. conflict, natural disaster, political upheaval[10]), and how they affected performance. While additional details of the implementing context may be informative, this section should clearly record whether or not a major and unexpected disrupting event took place during the project's life in the implementing sites.	Final report *(coverage/omissions):* External features in the project's operating context have been described Final report *(strengths/weaknesses):* External events in the project's operating context have been identified, including a summary of how these limited the project's performance. While most are moderately challenging circumstances, the most notable and unexpected event was the COVID19 Pandemic.	6
Quality of 'Effectiveness' Section **(i) Availability of Outputs:** Purpose: to present a well-reasoned, complete and evidence-based assessment of the outputs made available to the intended beneficiaries. To include: • a convincing, evidence-supported and clear presentation of the outputs made available by the project compared to its approved plans and budget • assessment of the nature and scale of outputs versus the project indicators and targets • assessment of the timeliness, quality and utility of outputs to intended beneficiaries • identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	Final report *(coverage/omissions):* The review includes an overview of the availability of Outputs. An assessment of the nature and scale of outputs versus their indicators and targets is missing. Final report *(strengths/weaknesses):* The review provides an overview highlighting the success in delivery of outputs, and to some extent, their availability to the intended beneficiaries. A few examples are used to provide supporting evidence for these successes. The review would have benefitted from a more systematic assessment of the scale (quantitative) and nature (timeliness, quality and utility) of each Output, against their approved indicators and targets. This would have provided a more compelling and evidence-based assessment that can support the 'Highly Satisfactory' rating given. Gender issues and considerations for disadvantaged groups have not been included in the review.	4
ii) Achievement of Project Outcomes: Purpose: to present a well-reasoned, complete and evidence-based assessment of the uptake, adoption and/or implementation of outputs by the intended	Final report *(coverage/omissions):* The review includes an overview of the achievement of Outputs. Potentially disadvantaged groups are mentioned. A	3

[9] 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.

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

	UNEP Evaluation Office Comments	Final Review Report Rating
beneficiaries. This may include behaviour changes at an individual or collective level. To include: • a convincing and evidence-supported analysis of the uptake of outputs by intended beneficiaries • assessment of the nature, depth and scale of outcomes versus the project indicators and targets • discussion of the contribution, credible association and/or attribution of outcome level changes to the work of the project itself • any constraints to attributing effects to the projects' work • identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	targeted assessment of these Outcomes against their indicators and targets is missing. Final report *(strengths/weaknesses):* The report presents a very positive overview of outcome achievement. Effects on women and youth are also discussed. However, the review is far too broad, lacking a comparison of the scale of outcomes against their programmed indicators and targets. The review makes generalisations about the project's successes (e.g. "substantial progress…", "demonstrable progress...", "several countries…") without substantiating these with specific examples or figures. In this regard, it does not offer a sufficiently evidence-based assessment of uptake /adoption/ application of outputs for each Outcome, to justify a 'Highly Satisfactory' rating. The section would have benefitted from a more systematic and comprehensive assessment of each outcome, complete with supporting evidence of uptake, adoption and/or implementation of its associated outputs by intended beneficiaries and measured against the outcome indicators and targets.	
(iii) Likelihood of Impact: Purpose: to present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to likelihood of impact, including an assessment of the extent to which drivers and assumptions necessary for change to happen, were seen to be holding. To include: • an explanation of how causal pathways emerged and change processes can be shown • an explanation of the roles played by key actors and change agents • explicit discussion of how drivers and assumptions played out • identification of any unintended negative effects of the project, especially on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	Final report *(coverage/omissions):* Final report *(strengths/weaknesses):* The review makes broad generalisations but fails to offer substantive evidence to support the findings. The review concludes that impact is likely, solely based on the project's catalytic role in initiating enabling conditions for SCP and circular economy transitions. There is no systematic analysis of the causal pathways / how far along the change process the project has progressed; there is no discussion of the roles played by key actors in the change process; Drivers and Assumptions, identified in the TOC, are not explicitly identified and analysed. Unintended negative effects are not addressed, including effects on disadvantaged groups and gender. The TOC analysis (para 88) notes that the project ambition is high, with "large causal pathway jumps", but does not include any analysis of the Intermediate States to help demonstrate the likelihood that the Outcomes will progress towards achievement of the intended Impact.	3
Quality of 'Financial Management' Section Purpose: to present an integrated analysis of all dimensions evaluated under financial management and include a completed 'financial management' table (may be annexed). Consider how well the report addresses the following:	Final report *(coverage/omissions):* The section is complete; all the required elements are included. Financial tables are presented both within this section and in the annexes.	5.5

	UNEP Evaluation Office Comments	Final Review Report Rating
• *adherence* to UNEP's financial policies and procedures • *completeness* of financial information, including the actual project costs (total and per activity) and actual co-financing used • *communication* between financial and project management staff	Final report *(strengths/weaknesses):* The assessment of this criterion, though brief, provides information that points to good financial management practice by the project. The financial tables include both budgeted and secured amounts and make a distinction between cash and in-kind funding amounts and sources.	
Quality of 'Efficiency' Section Purpose: to present an integrated analysis of all dimensions evaluated under efficiency (i.e. the primary categories of cost-effectiveness and timeliness). To include: • time-saving measures put in place to maximise results within the secured budget and agreed project timeframe • discussion of making use, during project implementation, of/building on pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. • implications of any delays and no cost extensions • the extent to which the management of the project minimised UNEP's environmental footprint.	Final report *(coverage/omissions):* Required elements are addressed in the section and analysed with regards to cost-effectiveness and timeliness. Final report *(strengths/weaknesses):* The section provides an analysis of the causes and effects of delays and project extensions experienced. It also describes some of the efforts made to complete activities and maximise results within the secured budget. The utilisation of synergies and complementarities with other initiatives is sufficiently addressed. Efforts to minimise the project's environmental footprint have not been discussed.	5
Quality of 'Monitoring and Reporting' Section Purpose: to present well-reasoned, complete and evidence-based assessment of the evaluand's monitoring and reporting. Consider how well the report addresses the following: • quality of the monitoring design and budgeting *(including SMART results with measurable indicators, resources for MTE/R etc.)* • quality of monitoring of project implementation *(including use of monitoring data for adaptive management)* • quality of project reporting *(e.g. PIMS and donor reports) *	Final report *(coverage/omissions):* The section is complete; the required sub-categories have been assessed. Final report *(strengths/weaknesses):* The report provides a detailed analysis of the quality of monitoring and reporting design and implementation. The assessment includes relevant examples and adequately supports the rating.	6
Quality of 'Sustainability' Section Purpose: to present an integrated analysis of all dimensions evaluated under sustainability (i.e. the endurance of benefits achieved at outcome level). Consider how well the report addresses the following: • socio-political sustainability • financial sustainability • institutional sustainability	Final report *(coverage/omissions):* The section is complete; all three dimensions of sustainability have been assessed. Final report *(strengths/weaknesses):* The assessment of sustainability under the three sub-categories are well-reasoned, and evidence based, providing a clear picture of the extent to which results are likely to be sustained in the long-term, including the variability between regions and the long-term capacity of all partners to carry the results forward. The review would have benefited from referencing back to the TOC and assessing the extent to which Assumptions held/are likely to hold. In addition, the ratings for financial and institutional dimensions were moderately inconsistent with the supporting evidence.	5
Quality of Factors Affecting Performance Section Purpose: These factors are not always discussed in stand-alone sections and may be integrated in the other performance criteria as appropriate. However, if not addressed substantively in this section, a cross reference must be given to where the topic is addressed and that entry must be sufficient to justify the performance rating for these factors.	Final report *(coverage/omissions):* The section is complete; all the required factors have been analysed in standalone sub-sections. Final report *(strengths/weaknesses):* Overall, the analysis of factors affecting project performance is comprehensive and	5.5

	UNEP Evaluation Office Comments	Final Review Report Rating
Consider how well the review report, either in this section or in cross-referenced sections, covers the following cross-cutting themes: • preparation and readiness • quality of project management and supervision[11] • 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	includes supporting evidence. The assessments are consistent with the findings presented under the sections covering various review criteria. Some duplication is however noted; the section could have benefitted from more concise reporting and cross-referencing to other relevant sections of the report.	
Quality of the Conclusions Section **(i) Conclusions Narrative:** Purpose: to present summative statements reflecting on prominent aspects of the performance of the evaluand as a whole, they should be derived from the synthesized analysis of evidence gathered during the review process. To include: • compelling narrative providing an integrated summary of the strengths and weakness in overall performance (achievements and limitations) of the project • clear and succinct response to the key strategic questions • human rights and gender dimensions of the intervention should be discussed explicitly (e.g. how these dimensions were considered, addressed or impacted on)	Final report *(coverage/omissions):* The report includes a chapter presenting a synthesis of the main findings (conclusions), lessons learned, and recommendations. Final report *(strengths/weaknesses):* The section provides a good reflection of the project's main areas of achievement as well as the identified shortcomings. The synthesised analysis is consistent with the findings presented in the rest of the report. A table is included to present the summary of ratings and findings. Human rights and gender dimensions of the intervention have not been discussed explicitly in the conclusions chapter. There are no 'Key Strategic Questions' addressed in this section and this may be because there were none. (Note: Annex V states that "No TORs were developed for the terminal review. However, it is important to highlight that the consultant follow up all the required set of review criteria listed in UNEP's guidance for terminal reviews").	4
ii) Utility of the Lessons: Purpose: to present both positive and negative lessons that have potential for wider application and use (replication and generalization) Consider how well the lessons achieve the following: • are rooted in real project experiences (i.e. derived from explicit review findings or from problems encountered and mistakes made that should be avoided in the future) • briefly describe the context from which they are derived and those contexts in which they may be useful • do not duplicate recommendations	Final report *(coverage/omissions):* The report presents lessons learned, accompanied by information on the contexts from which they were drawn. The lesson learned #1-4, can be inferred from the contexts presented, and from having read the report prior, but they are not formulated in a way that makes for robust stand-alone lessons learned statements that are capable of wider application and use in similar contexts.	4
(iii) Utility and Actionability of the Recommendations: Purpose: to present proposals for specific action to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results. Consider how well the recommendations achieve the following:	Final report *(strengths/weaknesses):* The recommendations are relevant and anchored on actual findings/challenges presented within the report. The reviewer includes cross-references to relevant report sections.	4

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

	UNEP Evaluation Office Comments	Final Review Report Rating
• are feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when • include at least one recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions • represent a measurable performance target in order that the UNEP Unit/Branch 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.	However, the recommendations propose actions to be taken during the design phase of ongoing projects/ projects in the pipeline; these project(s) have not been identified in the report. Therefore, their implementation within the timeframe recommended (e.g. design phase, inception phase) combined with lack of clarity on the availability of resources, will render these recommendations less feasible to implement. In the absence of a follow-on/existing project to implement the proposed actions, the recommendations should have included a requirement for UNEP to transmit the information to the relevant third party. The 'type of recommendation' used in this section do not comply with the Evaluation Office Guidelines to categorise these as 'Project level' ((i.e. Division, Branch or Unit staff) and/or Partner (e.g. Government, steering committees, partner institutions, etc.)	
Quality of Report Structure and Presentation **(i) Structure and completeness of the report:** To what extent does the report follow the UNEP Evaluation Office structure and formatting guidelines? Are all requested Annexes included and complete?	Final report *(coverage/omissions):* Final report *(strengths/weaknesses):* The report contains all necessary sections as per the UNEP guidelines. While most annexes are included, the Key Strategic Questions are missing from the Report. It is noted, however, that the Reviewer was not issued with a Terms of Reference that would otherwise have included these two requirements.	4.5
(ii) Writing and formatting: Consider whether the report is well written (clear English language and grammar) with language that is adequate in quality and tone for an official document? Do visual aids, such as maps and graphs convey key information?	Final report *(strengths/weaknesses):* The language is clear and easy to comprehend. The tone is professional and adequate for an official document. The report is easy to follow, enabling all readers to understand the message that is being conveyed. Use of visual aids included tables and diagrams to support the narrative. The report writing could have benefitted from more methodical analyses (particularly on the TOC and on the sub-categories of Effectiveness where broad generalisations have been made without sufficient substantiation and/or systematic elaboration of the components.	4.5
OVERALL REPORT QUALITY RATING		**4.45 (Satisfactory)**

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