

**Validated Terminal Review of the UNEP/GEF Project
'Strengthening Argentina's Transparency Framework
on GHG Inventories and Mitigation' (GEF ID 9955)
2019 – 2024**



UNEP Latin America and Caribbean Office

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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.

Strengthening Argentina's Transparency Framework on GHG Inventories and Mitigation (CBIT)
(GEF 9955)
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This Terminal Review was prepared for UNEP by Natalia Aquilino.

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

The review team would like to thank the project team and in particular Mr Asher Lessels and Mrs Ana Celeste Schweiger for their contribution and collaboration throughout the review process. Sincere appreciation is also expressed to Federico Geli who took time to provide comments to the draft report. Special thanks to Florencia Gesualdo who contributed greatly to the identification of project sources for information gathering.

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

BRIEF CONSULTANT BIOGRAPHY

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ABOUT THE REVIEW

Joint Review: No

Report Language(s): English.

Review Type: Terminal Review

Brief Description: This report is a Terminal Review of a UNEP/GEF Project implemented between 2019 and 2024. The Project's overall development goal was that Argentina complies with the requirements of the transparency framework under the Paris Agreement on Climate Change (CBIT 9955). The review sought to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The review has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, the GEF and the relevant agencies of the project participating countries.

Key words: Climate change, Transparency Framework, GHG inventory System, Mitigation, Medium and Long Term Strategies, climate data, Argentina international reporting.

Primary data collection period: between February to June 2025, virtual.

Field mission dates: no field visit performed.

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LIST OF ACRONYMS AND ABBREVIATIONS

AD	Activity Data
AFOLU	Agriculture, Forestry, and Land Use
BTR	Biennial Transparency Report
BUR	Biennial Update Report
BST	Bali Strategic Plan
CAMMESA	Electric Wholesale Market Management Company
CBIT	Capacity-Building Initiative for Transparency
CEO ED	CEO Endorsement Document
COFEMA	Federal Council of the Environment
COP	Conference of the Parties
CPI	Carbon Pricing Instrument
CTA	Chief Technical Advisor
EA	Executing Agency
EF	Emission Factors
ENARGAS	National Gas Regulatory Authority
ETF	Enhanced Transparency Framework
FARN	Fundación Ambiente y Recursos Naturales
FCPF	Forest Carbon Partnership Facility
F	Female
FR	Final Report
GEF	Global Environment Facility
GEF CMU	GEF Climate Mitigation Unit
GHG	Greenhouse Gas
GIZ	German Agency for International Cooperation
IA	Implementing Agency
ICA	International Consultation and Analysis
INTA	National Institute of Agricultural Technology
INTI	National Institute of Industrial Technology
IPCC	Intergovernmental Panel on Climate Change
IR	Inception Report
IW	Inception Workshop
LA	Latin America
LEAP	Locate, Evaluate, Assess and Prepare methodology
LECB	Low Emission Capacity Building
LTS	Long Term Strategy
M	Male
MESD	Ministry of Environment and Sustainable Development
M&E	Monitoring and Evaluation
MRV	Monitoring, Reporting, and Verification
MSP	Medium Sized Project
MTS	Medium Term Strategy
NC	National Communication
NCCC	National Climate Change Cabinet

NCCD	National Climate Change Directorate
NDC	Nationally Determined Contribution
N/E	Not Estimated
NGO	Non Governmental Organization
NPC	National Project Coordinator
NPD	National Project Director
PA	Paris Agreement
PD	Project Document
PIR	Project Implementation Review
PMR	Partnership for Market Readiness
PMU	Project Management Unit
PNayMCC	Argentina's National Climate Change Adaptation and Mitigation Plan
POW	Programme of Work
PSC	Project Steering Committee
Q	Question
REDD+	Reducing Emissions from Deforestation and Forest Degradation plus
ROLAC	Regional Office for Latin America and the Caribbean
SCCSD	Secretariat of Climate Change and Sustainable Development
SCIP	Sustainable and Integrated Urban Planning in Argentine Cities
SDG	Sustainable Development Goals
SMART	Specific, Measurable, Achievable, Relevant, and Time-bound
TE	Terminal Evaluation
TOC	Theory of Change
TOR	Terms of Reference
TR	Terminal Review
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNSDCF	United Nations Sustainable Development Cooperation Framework
VNR	Voluntary National Review
WB	World Bank
WWF	Fundación Vida Silvestre

UNEP / GEF PROJECT IDENTIFICATION TABLE

UNEP programme:	Sub-Climate change	UNEP Division/Branch	
Expected Accomplishment(s):	Argentina complies with the requirements of the transparency framework under the Paris Agreement on Climate Change	UN Environment Programme through its GEF Climate Mitigation Unit with execution support from the UN Environment Regional Office for Latin America and the Caribbean (ROLAC) & FUNDACEN	
SDG(s) and indicator(s)	● SDG 13 Take urgent action to combat climate change and its impacts: ○ Target 13.2: Integrate climate change measures into national policies, strategies and planning. ○ Target 13.3: Improve education, awareness-raising, and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning. ■ Indicator 13.3.2: Number of countries that have communicated the strengthening of institutional, systemic, and individual capacity to implement adaptation, mitigation, technology transfer, and development actions. ● SDG 5 Gender Equality ○ Target 5.5: Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life. ● SDG 12 Ensure sustainable consumption and production patterns ○ Target 12.c: Rationalize inefficient fossil-fuel subsidies that encourage wasteful consumption by removing market distortions, in accordance with national circumstances, including by restructuring taxation and phasing out those harmful subsidies, where they exist, to reflect their environmental impacts, taking fully into account the specific needs and conditions of developing countries and minimizing the possible adverse impacts on their development in a manner that protects the poor and the affected communities.		
GEF Core Indicator Targets (identify these for projects approved prior to GEF-7 ¹)	Indicator 11 People benefitting from GEF-financed investments: 300 (150 women – 150 men).		
Dates of previous project phases:	N/A	Status of future project phases:	

¹ This does not apply to Enabling Activities

FROM THE PROJECT'S PIR REPORT (latest version):

Project Title:	Strengthening Argentina's Transparency Framework on GHG Inventories and Mitigation		
Executing Agency:	Secretariat of Climate Change and Sustainable Development through the National Climate Change Directorate with execution support from the UN Environment Regional Office for Latin America and the Caribbean (ROLAC) & FUNDACEN		
Project partners:			
Geographical Scope:	National		
Participating Countries:	Argentina		
GEF project ID:	9955	IMIS number*:	NA
Focal Area(s):	Climate Change Mitigation	GEF OP #:	
GEF Strategic Priority/Objective:	Argentina complies with the requirements of the transparency framework under the Paris Agreement on Climate Change	GEF approval date*:	2019-07-15
UNEP approval date:	2019-08-13	Date of first disbursement*:	2019-09-30
Actual start date ² :	2019-09-18	Planned duration:	58 months
Intended completion date*:	2023-08-31	Actual or Expected completion date:	2024-07-31
Project Type:	CBIT / Medium Sized Project (MSP)	GEF Allocation*:	US\$ 1,999,800
PPG GEF cost*:	US\$ 50,000	PPG co-financing*:	NA
Expected MSP/FSP Co-financing*:	US\$ 350,000	Total Cost*:	US\$ 2,349,800
Mid-term Review/eval. (planned date):	N/A	Terminal Review (planned date):	December 2024-July 2025
Mid-term Review/eval. (actual date):	N/A	No. of revisions*:	5
Date of last Steering Committee meeting:	2024-04-25	Date of Last Revision*:	2023-12-20
Disbursement as of 30 June 2024*:	US\$ 1,786,396.28	Date of planned financial closure*:	2025-07-31
Date of planned completion ³ *:	2023-08-31	Actual expenditures reported as of 30/06/2024:	US\$ 1,772,723
Total co-financing realized (30/06/2024)	US\$ 350,000	Actual expenditures - IMIS 31/12/2024*:	NA
Leveraged financing: ⁴	0		

² Only if different from first disbursement date, e.g., in cases where a long time elapsed between first disbursement and recruitment of project manager.

³ If there was a "Completion Revision" please use the date of the revision.

⁴ See above note on co-financing.

Project timeline**Table 1. Project lifetime vis a vis context**

	2019	2020	2021	2022	2023	2024	2025
International context		COVID Pandemic					
	NDC Support						
International support			GEF 10824 : Argentine Republic’s Fourth Biennial Update Report (BUR4)				
					Initiative for Climate Action (ICAT) Argentina		
					GEF 10973 : Preparation of the First and Second Biennial Transparency Reports and the Fourth National Communication (BTR1 and NC4/BTR2) to the UNFCCC		
UNEP	MTS 2018-2021			MTS 2022-2025			
		POW 2020-2021		POW 2022-2023			
UNFCCC & PA Reports	Third BUR		Fourth BUR		Fifth BUR		
						First BTR	
Relevant laws	Resolution 447/2019 - 1st PNAyMCC	Law 27.566 – Ratification of the Escazú Agreement	Law 27.621 – Comprehensive Environmental Education		Resolution 146/2023 2nd PNAyMCC		
	Law 27.520 – Climate Change Minimum Budget Standards	Law 27.592 – Yolanda Law			Resolution 218/2023 National Long-Term Scenarios Program		
					Resolution 385/2023 National Strategy for the Use of Carbon Markets		
Political party	PRO	Frente de Todos				La Libertad Avanza	
Political leadership	Mauricio Macri	Alberto Fernandez				Javier Milei	
Project phase	Approval	Implementation				End of activities	Financial closure + Evaluation
Project leadership	Ministry of Environment and Sustainable Development Secretariat of Climate Change and Sustainable Development					Undersecretariat of Environment	
Outcome 1	Argentina is able to elaborate and share consistent and accurate national and subnational GHG inventories.						
Outcome 2	Stakeholders within the National Climate Change Cabinet provide and exchange information for domestic tracking of mitigation actions and support received.						
Outcome 3	Stakeholders within the National Climate Change Cabinet use consistent GHG emissions modeling, economy wide scenarios, and analysis of interactions for climate policy decision making.						

Source: own elaboration

Executive Summary

The CBIT Argentina Project 9955 entitled “**Strengthening Argentina's Transparency Framework on GHG Inventories and Mitigation**” aimed at strengthening institutional and technical capacities at national and subnational levels for the implementation of the Enhanced Transparency Framework under the Paris Agreement. It focused on the development of methodologies, tools, and training programs to improve Argentina's greenhouse gas inventories, mitigation projections, and climate finance tracking. The Project was implemented by the United Nations Environment Programme (UNEP), and executed by the Argentina's Secretariat of Climate Change and Sustainable Development with support from the UN Environment Regional Office for Latin America and the Caribbean (ROLAC) & *Fundación Ciencias Exactas y Naturales* ([FUNDACEN](#)), with a duration of five years (2019–2024), overlapping with the COVID-19 pandemic and three national government transitions.

This Terminal Review was conducted between January and June 2025 and followed UNEP's evaluation criteria and ethical standards. It used a mixed-methods approach, combining document review, interviews with 30 stakeholders (national and subnational), direct observation of tools and platforms, and triangulation of data. The review assessed the Project against nine criteria: (1) Strategic Relevance, (2) Quality of Project Design, (3) Nature of External Context, (4) Effectiveness, (5) Financial Management, (6) Efficiency, (7) Monitoring and Reporting, (8) Sustainability and (9) Factors Affecting Project Performance and Cross-Cutting Issues.

The Project was rated as highly relevant and coherent with UNEP's strategic priorities, GEF programming, and Argentina's climate commitments. It made substantial contributions to national and subnational climate reporting and planning processes, including inputs to BUR5 and BTR1. Effectiveness was rated as satisfactory, with all planned outputs delivered at a high technical standard. However, limitations in the results framework and M&E system reduced the Project's ability to demonstrate outcomes. Efficiency was moderately satisfactory, affected by COVID-19 pandemic, administrative delays, procurement challenges, and the need for more dedicated administrative support. Sustainability was considered moderately likely, contingent on political prioritization, institutional memory retention, and funding. The Project integrated gender and stakeholder engagement modestly but consistently.

Despite operating in a highly challenging environment, the Project delivered technically robust and policy-relevant outputs that continue to be used. It contributed significantly to the institutionalization of climate transparency mechanisms, particularly within the Secretariat of Climate Change and Sustainable Development. However, institutional fragility, high staff turnover, and administrative inefficiencies limited its potential for long-term transformation. The lack of a formal Theory of Change and weak M&E design also constrained the ability to track progress systematically and capture learning. Nonetheless, the Project provided a strong foundation for future climate transparency initiatives and demonstrated high strategic alignment with national and international climate agendas.

Key Findings

- **Relevance and Coherence:** The Project was found to be highly relevant, aligning closely with UNEP's Medium-Term Strategy, GEF priorities, and Argentina's national climate policies. It addressed critical institutional gaps and supported the country's formal commitments under the Paris Agreement.
- **Effectiveness:** The Project achieved its planned outputs, including tools for GHG inventories, emissions projections, climate finance tracking, and reporting templates. These were integrated into official processes (BUR5, BTR1, LTS, and the National Climate Change Plan) and widely valued for their technical robustness.
- **Efficiency:** While the Project used resources strategically, delays in procurement and administrative bottlenecks (especially within UNEP/ROLAC procedures) undermined the timeliness of implementation. The absence of a specifically assigned administrative role within the PMU further constrained technical coordination.
- **Sustainability:** Outputs remain in use and relevant, particularly within the Secretariat of Climate Change and Sustainable Development, but long-term institutionalization is threatened by political factors, high staff turnover and limited funding.
- **Stakeholder Engagement and Gender:** The Project engaged a broad range of stakeholders and implemented several gender-responsive activities, however, gender considerations were not systematically integrated into design or monitoring frameworks.

Lessons Learned

1. **Technically grounded and locally adapted products** are more likely to endure political changes and remain in use.
2. **Institutional sustainability requires systematization:** documentation, onboarding protocols, and archiving tools are essential in high-turnover contexts.
3. **Capacity-building has spillover effects**, as individuals trained through the Project often migrate to other institutions, multiplying the impact.
4. **Early engagement of subnational governments** enhances ownership, relevance, and sustainability in federal governance systems.

Recommendations

1. **At project level:** Strengthen results frameworks and M&E systems by introducing a formal Theory of Change, SMART indicators, and tools to track training outcomes and stakeholder participation.
2. **To partners:** Streamline and localize procurement processes, assign administrative tasks to capable national agencies when feasible, and institutionalize technical roles to minimize disruption from political turnover.
3. **To UNEP:** Ensure the integration of political risk analysis and sustainability strategies in project design; incorporate lessons from CBIT Argentina into future transparency initiatives; and revise internal templates to emphasize results-based design and adaptive implementation mechanisms.

Validation

The report has been subject to an independent validation exercise performed by UNEP's Evaluation Office. The performance ratings for the "Strengthening Argentina's Transparency Framework on GHG Inventories and Mitigation" (GEF ID 9955) project, set out in the [Conclusions and Recommendations section](#), have not 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 XIII).

1. Introduction

1. This document constitutes the **Final Report (FR)** of the **Terminal Review (TR)** for the **GEF Project 9955** entitled "**Strengthening Argentina's Transparency Framework on GHG Inventories and Mitigation**" (hereinafter referred to as the "Project"). The Project was funded through the **Global Environment Facility (GEF)** with a grant of US\$ 1,999,800 implemented by UNEP, and executed by the Argentina's Secretariat of Climate Change and Sustainable Development (SCCSD) through the National Climate Change Directorate (NCCD)⁵ with support from ROLAC & FUNDACEN, with an in-kind co-financing of US\$ 350,000, considering the availability of 12 technical personnel.
2. In line with the UNEP Evaluation Policy and the GEF's Monitoring and Evaluation Policy, the TR is being undertaken after completion of the Project in July 2024. **The TR is carried out to assess project performance** (in terms of relevance, effectiveness and efficiency), **and determine outcomes and impacts** stemming from the Project, **including their sustainability**. The TR 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 and executing partners.
3. The TR process for the Project started in **December 2024 and is expected to be completed by July 2025**. It constitutes the last phase of the Project work plan according to the CEO Endorsement Document (CEO ED). The TR process has two different instances and deliverables: i) Inception Report (IR) (already delivered as of February 8th 2025) and ii) Final Report (FR) (present document).
4. The FR is the second deliverable prepared by the Evaluation Consultant and is largely a desk-based exercise involving initial discussions with the main staff responsible for the Project to form a good understanding of the evaluation and to identify the stakeholders (including their roles and responsibilities). Therefore, the TR contains i) a brief description of the **review approach**; ii) a **Project overview** including context, problem statement, results framework, governance structure, stakeholders description, changes during implementation and financing; iii) an **analysis of the Project Theory of Change**; iv) **review findings** and v) **conclusions and recommendations**, including lessons learned. Finally, the report concludes with **annexes**, adding information about this TR.
5. From a methodological perspective, this FR was built mainly based on i) **desk review** of relevant Project documents; ii) **semi-structured single interviews** with key stakeholders; iii) **focus groups**; and iv) **feedback from UNEP** to the documents produced by the review process. Based on desk review and data collection, the **Project was evaluated against nine criteria** rated on a six-point scale, included in a rating matrix developed by UNEP Evaluation Office. This allowed the Consultant to determine the **Overall Project Performance Rating**.

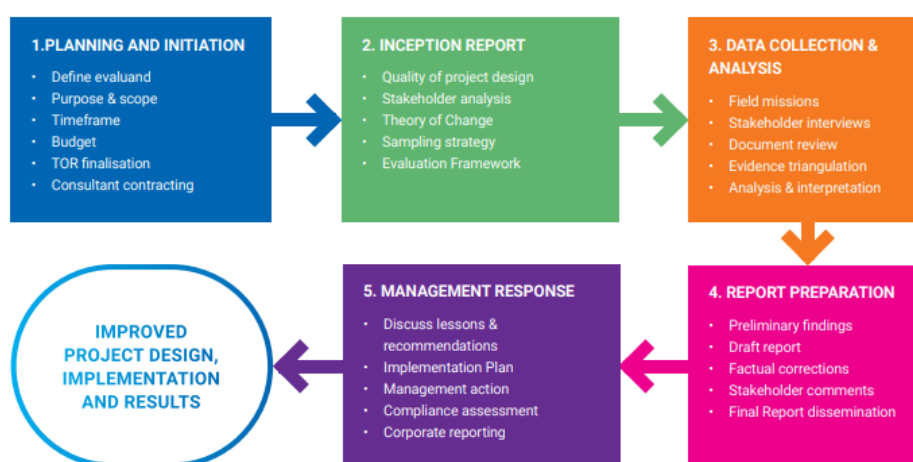
⁵ With the change of government in Argentina on December 10, 2024, the governmental structure was modified. The Secretariat of Climate Change and Sustainable Development and the National Climate Change Directorate were replaced by the National Directorate of Sustainable Development and Climate Management and the Directorate of Climate Impact, respectively. For the purposes of this Report, we will retain the names corresponding to the governmental structure in place at the time of the Project's design, as it remained in effect throughout the vast majority of the Project's implementation.

2. Review Approach

2.1. Review process and criteria

6. The overall review process⁶, as prescribed by the **UNEP Evaluation Office**, is shown in Figure 1. The process initiated with a planning phase to define the scope of the TR which first delivered an IR (stage 2) and was followed by a data collection phase and the drafting and completion of this Final Report (stage 4). Thereafter, the Project team will be charged with preparing a management response or implementation plan to address this TR's recommendations (stage 5).

Figure 1. UNEP Evaluation process flowchart



Source: UNEP Evaluation Manual (2022)

7. Central to this TR was the **analysis and reconstruction of the Project's Theory of Change (ToC)**. Given that a formal ToC was not developed at the time of CBIT Argentina's formulation, the TR relied on the Logical Framework included in the CEO Endorsement Document to reconstruct the Project's causal logic. This process helped identify intended impacts, causal linkages, and missing elements such as assumptions and drivers of change, a formal structure, risk analysis and weak integration among components, which **constrained a full and detailed reconstruction**. Nonetheless, a reconstructed ToC was developed, shared with the Project team, and used throughout the review process as a guiding framework.
8. The TR was carried out by an **independent consultant** under the responsibility of the Portfolio Manager (based in Brazil) and the CBIT Project specialist (based in Argentina) and guided by UNEP's Evaluation Policy and the UNEP Programme Manual. A virtual meeting between government and UNEP stakeholders to launch the evaluation process was organized as an introduction of the TR work in October 2024. Stakeholders interviewed and documents reviewed are presented in Annexes III and IV, respectively.

⁶ Available at <https://wedocs.unep.org/bitstream/handle/20.500.11822/42025/2023%200903%20Evaluation%20Manual.pdf?sequence=1&isAllowed=y>

9. The TR process consisted in an in-depth participatory assessment of the Project's design, management, performance (relevance, effectiveness and efficiency), outcomes and impacts (actual and potential), and sustainability. As required in UNEP evaluations, the **Project was evaluated against nine criteria**: (1) Strategic Relevance, (2) Quality of Project Design, (3) Nature of External Context, (4) Effectiveness (incl. availability of outputs; achievement of outcomes and likelihood of impact), (5) Financial Management, (6) Efficiency, (7) Monitoring and Reporting, (8) Sustainability and (9) Factors Affecting Project Performance and Cross-Cutting Issues. For each criterion, the UNEP Evaluation Office has developed a ratings matrix containing detailed descriptions of the main elements required to be demonstrated at each level. This allows evaluation criteria **to 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 from Highly Likely (HL) down to Highly Unlikely (HU) and Nature of External Context is rated from Highly Favourable (HF) to Highly Unfavourable (HU). After considering all the evidence gathered, in relation to this matrix, the ratings against each criterion were weighted in order to derive the Overall Project Performance Rating. The greatest weight is placed on the achievement of Outcomes, followed by dimensions of sustainability.
10. In addition to the evaluation criteria, the TR Terms of Reference (TOR) establish a series of **Key Strategic Questions** which the revision responds to. The Key Strategic Questions are: Q1: Did the State and non-State actors participating in the Project adopt the ETF arrangements under the Paris Agreement? Q2: Did the country strengthen and improve transparency mechanisms of National institutions for domestic and UN conventions reporting? Q3: Did the State and non-State actors participating in the Project adopt the new tools developed by the Project Q4?: Was the Project executed efficiently? Q5: What were the changes made to adapt to the effects of COVID-19 and how might these affect the Project's performance?

2.2. Data collection and sampling

11. **Approach.** The TR process focus was collecting and analyzing information related to the Project's design and results. The primary objective was to foster learning, improve future projects based on this experience, and assess the Project's execution, particularly its effectiveness in achieving results and the processes leading to them. The review highlights the Project's achievements while identifying good practices and lessons learned in both its design and execution. The review started by assessing the results and impacts of the Project compared to their planned results. Different perceptions were triangulated to reduce subjectiveness.
12. The TR concentrated on the 2019-2024 implementation period of the Project. The TR was designed using **four (4) methods**: i) desk review of all relevant documentation; ii) semi-structured single interviews with key stakeholders; iii) focus groups with stakeholders and iv) feedback from UNEP to the documents produced by the review process.
13. **Desk review.** The evaluator reviewed the Project documentation provided by the Project management team and UNEP.

14. **12 single interviews with key stakeholders.** The general questions answered during the review are included in Annex XIV. Specific questions for specific stakeholders (IA, EA and PMU) are not included in this report to protect them and allow information sharing with the evaluator in a safe environment. Stakeholder interviews were conducted both individually and in small groups using a semi-structured approach and lasted about 60 minutes each. Participants were informed that their responses will remain confidential.
15. **3 focus groups reaching 19 persons.** To explore in depth (1) Strategic Relevance; (2) Nature of External Context; (3) Efficiency; (4) Effectiveness (incl. availability of outputs; achievement of outcomes and likelihood of impact); and (4) Sustainability, three (3) focus groups with a set of customized questions were conducted. One focus group per Project component was planned and implemented including all relevant stakeholders: individual consultants and implementation partners. Each session lasted about 75 minutes, were conducted virtually and used a semi-directed approach. The questions answered during the review are included in Annex XIV.
16. **Sampling.** Interviews reached 12 individuals: one (1) from Civil Society, eight (8) from Government; and three (3) from UNEP. Focus groups addressed 19 individuals and each Project component as follows: focus group 1 reached 6 consultants; focus group 2 reached 5 consultants and researchers, and focus group 3 reached 8 consultants and researchers.

Table 2. Respondents' sample for the Terminal Review Argentina CBIT 9955 (Gender-Disaggregated)

Stakeholder	Organization	F	Participated	M	Participated	Total	Participated
		Involved		Involved		Involved	
Civil Society	Center of Studies of Energy Regulatory Activities	1.64%	3.23%	0.00%	0.00%	1.64%	3.23%
	CREA Civil Association	3.28%	0.00%	6.56%	0.00%	9.84%	0.00%
	FUNDACEN			1.64%	3.23%	1.64%	3.23%
	ProVivienda Social Foundation			3.28%	6.45%	3.28%	6.45%
	UBATEC University of Buenos Aires	6.56%	12.90%	0.00%	0.00%	6.56%	12.90%
Total CS		11.48%	16.13%	11.48%	9.68%	22.95%	25.81%
Government	Misiones			1.64%	3.23%	1.64%	3.23%
	Undersecretariat of Environment	32.79%	32.26%	27.87%	22.58%	60.66%	54.84%
Total Gov		32.79%	32.26%	29.51%	25.81%	62.30%	58.06%
Private	Argentine Petroleum and Gas Institute	1.64%	0.00%			1.64%	0.00%
	Net Zero Solutions	1.64%	3.23%	3.28%	3.23%	4.92%	6.45%
Total Priv		3.28%	3.23%	3.28%	3.23%	6.56%	6.45%
UNEP	UNEP Brasilia	1.64%	0.00%	1.64%	3.23%	3.28%	3.23%
	UNEP ROLAC Panama	3.28%	6.45%	1.64%	0.00%	4.92%	6.45%
Total UNEP		4.92%	6.45%	3.28%	3.23%	8.20%	9.68%
Total		52.46%	58.06%	47.54%	41.94%	100.00%	100.00%

Source: Own elaboration based on field work

17. The table illustrates the distribution of stakeholders involved and those who responded to field work, disaggregated by gender and area of affiliation (government, civil society, private). Overall, **women represented 52.46% of the individuals contacted and accounted for 58.06% of the respondents**, suggesting a higher response rate compared to men, who made up 47.54% of those contacted but only 41.94% of respondents. This trend indicates a greater engagement and responsiveness among female participants. Looking at areas of affiliation, the **government** had the highest level of participation, representing **62.3% of all stakeholders contacted and 58.06% of total responses**. **Civil society** followed with 22.95% of those contacted and 25.81% of respondents, indicating a slightly higher response rate relative to its representation. The **private sector** and **UNEP** represented 6.56% and 8.20% of stakeholders contacted, respectively. However, UNEP showed a slightly higher level of engagement, accounting for 9.68% of total responses compared to 6.45% from the private sector. In terms of gender within each area of affiliation, women were particularly active in civil society, government and UNEP, with higher proportions of female responses than male. In the private sector, gender participation was balanced, with equal proportions of female and male respondents. This data suggests not only the central role of government and civil society in the process but also highlights the **contribution of women to stakeholder engagement**, especially in public and civic areas.
18. **Beneficiaries survey.** Even though a survey was planned to be conducted under the primary TR design to capture insights on knowledge retention, skill application, and overall satisfaction, the limited access to the list of beneficiaries made it impossible to use the strategy (see chapter 4.4. Effectiveness for more details).

2.3. Study limitations

19. Two main limitations were encountered during the implementation of this Terminal Review. First, **the list of stakeholders consulted represented only a partial subset of those originally identified by the Project CEO ED as key actors**. Second, **challenges in accessing relevant contacts further restricted participation**.
20. While contact information was available and effective for UNEP staff, national government representatives, and some civil society actors, **no accessible contacts were found for private sector stakeholders, such as industrial chambers**. Although these actors had been identified in the stakeholder map during the project design phase, the private sector was ultimately not engaged in project implementation. As a result, the stakeholder engagement strategy shifted over time, and no contacts from this group were available during the review process. This limited the review's ability to assess the extent to which the Project addressed the needs, perspectives, and potential contributions of productive sectors.
21. Similarly, **interviews could not be conducted with representatives of the cross-sectoral Project Steering Committee or other sectoral focal points from national ministries**. While these actors were also considered key stakeholders at the design stage, the Project team provided five contacts, noting that they were the currently designated focal points but had limited or no knowledge of the Project or its results, as they had not been involved during most of the implementation period. These roles had shifted across three government

administrations, further complicating efforts to reach those who had participated more directly in the Project.

22. In addition, although local governments were not explicitly listed as stakeholders in the original Project Document, a substantial portion of project activities focused on strengthening coordination with provinces. Therefore, provincial perspectives—especially from participants in CBIT-supported training activities—were considered highly relevant for this Terminal Review. Initially, however, the Project team did not provide contact information for provincial stakeholders, as participant data from the trainings had not been systematized. Upon request, the team shared a general contact list of COFEMA focal points, noting that they might not have specific knowledge of the Project. A second request was made for contacts who could speak specifically about the provincial trainings or other relevant interventions. In response, contacts from three provinces (Buenos Aires, Misiones, and La Pampa) were received and contacted, with only the representative from Misiones ultimately participating in the review.
23. Taken together, these constraints limited the review's ability to fully assess outcome-level achievements from a multi-stakeholder perspective. As a result, conclusions regarding national and subnational ownership rely primarily on the perspectives of the Executing Agency, the Implementing Agency (UNEP), and external consultants.
24. This TR was bound to the **Ethical Code of Conduct as per the UNEP Evaluation policy**, which includes the following key factors: (a) all interviews and information were provided in confidence and anonymously and no information can be traced back to a direct source/individual, (b) those involved in the TR have had the opportunity to review the report findings as well as the main review report, (c) the evaluator was sure to have empathy and sensitivity to different contexts and cultures in which stakeholders work.

3. The Project

3.1. Context

25. The [United Nations Framework Convention on Climate Change \(UNFCCC\)](#) entered into force in March 1994 with the aim of stabilizing greenhouse gas (GHG) concentrations "at a level that would prevent dangerous anthropogenic interference with the climate system". It stipulates that "this level should be achieved within a timeframe sufficient to allow ecosystems to adapt naturally to climate change, ensure that food production is not threatened, and enable economic development to proceed in a sustainable manner." Under the principle of "common but differentiated responsibilities and respective capabilities", developed countries are assigned a heavier burden, acknowledging that they are the main GHG emitters in the atmosphere.
26. Under the UNFCCC framework, industrialized countries agreed to support the adoption of climate change measures in developing countries through the provision of technology and financial support. A system of grants and loans was established through the UNFCCC, managed by the GEF.
27. By ratifying the UNFCCC through Law N° 24.295, Argentina assumed a series of obligations, including reporting its national GHG inventories, national programs containing measures for mitigation and adaptation to climate change, and any other relevant information to achieving the Convention's objective. All of this is summarized in the preparation and submission of a **National Communication (NC)**, as established in Articles N° 4 and 12 of the UNFCCC. Furthermore, in accordance with Decision 1/CP.16 of the Convention, developing countries must submit **Biennial Update Reports (BURs)** containing updated information on national GHG inventories, mitigation measures, needs in this area, and the support received.
28. **Argentina has submitted three NCs to the UNFCCC:** the first was published in 1997, with an unofficial review in October 1999; the second was submitted in 2008 (adding the 2000 inventory); and the third was submitted in 2015, including the 2012 inventory. In addition, **Argentina submitted a total of 5 BURs:** the first in 2015 with data on the GHG Inventory for 2010; the second in 2017 with total GHG emissions for 2014 and an updated version for the entire 1990-2014 time series, following the guidelines of the Intergovernmental Panel on Climate Change (IPCC) 2006. In 2019, Argentina submitted the third BUR with total GHG emissions for 2016, and in 2021, the fourth BUR with GHG emissions for 2018 and the 1990-2018 time series. The [fifth and most recent BUR](#) was submitted in 2023, presenting total GHG emissions for the year 2020 and the time series 1990–2020. The BURs submitted by Argentina went through the **International Consultation and Analysis (ICA)** process, which involved exchanges and observations on the submitted reports. The gaps identified during the analysis process were addressed in subsequent BURs, incorporating ICA recommendations to improve transparency in its reporting to the UNFCCC.
29. On December 12th, 2015, at COP21 in Paris, the Parties to the UNFCCC reached a historic agreement in the fight against climate change to accelerate and intensify actions and investments aimed at building a sustainable, low-carbon future: the **Paris Agreement (PA)**.

The PA entered into force on November 4th, 2016, and in Article N° 2, it calls for "holding the increase in the global average temperature to well below 2°C above pre-industrial levels, and pursuing efforts to limit the temperature increase to 1.5°C above pre-industrial levels". All Parties must do their utmost and report periodically on their emissions, implementation efforts, and contributions. In this regard, Article N° 4 of the PA also invites all parties to formulate and communicate long-term low-GHG development strategies, taking into account their common but differentiated responsibilities.

30. To achieve this objective, all Parties must prepare, communicate, and undertake ambitious efforts in the form of **Nationally Determined Contributions (NDCs)** to reduce GHG emissions (mitigation actions) or to adapt to the impacts of climate change (adaptation actions). Furthermore, starting December 31st, 2024, Parties were required to submit **Biennial Transparency Reports (BTRs)** on the measures they have adopted. Argentina submitted its [first BTR](#) in December 2024.
31. In line with these obligations, Article N° 13 of the PA establishes an [Enhanced Transparency Framework \(ETF\)](#) to build mutual trust and clarity in understanding global climate action. This framework promotes the reporting and transparency of measures and support received in mitigation and adaptation. Consequently, in 2015, the Parties to the UNFCCC created the **Capacity Building Initiative for Transparency (CBIT)**, aimed at strengthening the institutional and technical capacities of developing countries to meet the transparency requirements set forth by the PA. Its objectives are: 1) Strengthening the capacities of national and subnational institutions for the progressive improvement of climate change reporting and transparency activities; 2) Developing tools, training, and technical assistance to meet the requirements of Article N° 13 of the PA; 3) Building technical capacity for monitoring and reporting on mitigation measures and climate finance; 4) Providing technical inputs to support medium- and long-term decision-making.
32. **Argentina ratified the PA in 2016** through Law N° 27.270, and in compliance with its commitments, the country regularly submits its inventories and NDCs. Argentina was the first country in the region to submit a revised NDC in 2016, increasing its ambition ahead of the five-year period established in the PA. This revision was based on Article 4 of the PA regarding raising ambition and providing greater clarity, transparency, and understanding of the contribution. By the end of 2020, it submitted its [second NDC](#).
33. In 2015, Argentina reinforced its commitment to climate change by creating the **Ministry of Environment and Sustainable Development** (formerly the Secretariat of Environment). Within this Ministry, the **Secretariat of Climate Change and Sustainable Development** supported the implementation of environmental policy, preparing and updating the national climate change and environmental situation diagnosis. In 2018, several ministries were eliminated, including the Ministry of Environment and Sustainable Development, which returned to its previous status as a Government Secretariat. At the end of 2019, following the change in presidency, it was reinstated as the Ministry of Environment and Sustainable

Development until 2023. Currently, and since the most recent presidential change, it operates at the level of Undersecretariat.

34. In 2016, Argentina created the **National Climate Change Cabinet (NCCC)**, an inter ministerial body coordinating all actions and policies related to climate change, proposed and implemented by the most relevant government authorities. The NCCC's goal is to design coherent public policies, aligned with a strategic approach, to reduce GHG emissions and generate coordinated responses to climate change impacts. The NCCC structure is organized around four coordination levels: 1) Political level (National Government Ministries or Secretariats); 2) Technical level (focal point within government areas); 3) Local governments (provinces through the Federal Council of the Environment (COFEMA, in Spanish)); and 4) Extended roundtables (Non-Governmental Organizations, unions, private sector, academia, science, and municipalities).
35. Due to this participatory process, Argentina was the first country in the region to submit a revised NDC in 2016, marking the first step in a long-term roadmap for 2017-2050. In 2020, the country reinforced its commitment by proposing a post-pandemic national reconstruction strategy based on sustainable and inclusive development. Efforts were made to strengthen the NCCC's institutional framework, particularly the coordination with provinces and civil society. This process was carried out under Law N° 27.520 on **Minimum Budget Standards for Adaptation and Mitigation of Global Climate Change** (hereinafter referred to as the "**National Climate Change Law**"), ensuring public participation and strengthening the leadership of authorities in different ministries to integrate the climate agenda into sectoral policies.
36. In August 2019, the **CBIT Argentina 9955 Project** was approved, with its implementation starting in September of the same year, aiming to comply with the requirements of the transparency framework under the PA on Climate Change. The Project was originally scheduled for completion in August 2023. However, due to the outbreak of the COVID-19 pandemic in 2020, the work schedule had to be adjusted to new modalities, including virtual formats. As a result, the initial plan was revised, and the Project's duration was extended, with a new completion date set for July 2024, totaling 58 months of planned implementation.
37. **Although not fully taken into account into project design, it is important to mention that Argentina's federal system presents both opportunities and challenges for climate transparency projects.** While provinces play a key role in implementing environmental policies, their autonomy can complicate national coordination efforts. Responsibilities for climate action are often shared or overlapping between national and provincial levels, which may result in uneven engagement, varying technical capacities, and limited enforcement of national standards. Additionally, the absence of mandatory reporting obligations for provinces can limit data availability and the integration of subnational information into national climate reports. Ensuring alignment, ownership, and sustained collaboration across jurisdictions requires early engagement, tailored technical support,

and strong institutional mechanisms that respect provincial autonomy while promoting national coherence.

38. In addition to the CBIT Argentina 9955 Project, the country received international support to implement initiatives aligned with the ETF. The most relevant and synergistic initiatives with Argentina's CBIT Project are as follows:

- **Low Emission Capacity Building (LECB):** Implemented by the United Nations Development Programme (UNDP) since 2016, LECB has supported the launch and organization of the NCCC to review and enhance Argentina's NDC. In 2017, the focus was on designing the implementation of measures included in the NDC, creating roadmaps and Sectoral Action Plans with the relevant ministries.
- **NDC Support:** It continues the work developed by the LECB project, focusing on the development of Long-Term National Strategies and NDC implementation, supporting the work of the NCCC and coordination at the subnational level to foster the implementation of the Climate Action Plan.
- **Initiative for Climate Action Transparency (ICAT) Argentina:** The ICAT project in Argentina has been providing support to transparency efforts targeting multiple areas, such as assessing the GHG impacts of circular economy, analysing the effect of COVID-19 on emissions, counting emissions from the health sector, and linking climate action and sustainable development.
- **GEF 10973 | Umbrella Programme for Preparation of National Communications (NCs) and Biennial Transparency Reports (BTRs) to the UN Framework Convention on Climate Change (UNFCCC):** It supports developing countries to prepare and submit BTRs and NCs that comply with the UNFCCC/PA reporting requirements; and respond to their national development goals.
- **GEF 10824 | Argentine Republic's Fourth Biennial Update Report (BUR4):** to assist the Argentine Republic in the preparation of its BUR4 in fulfillment of its obligations towards the UNFCCC.
- **Readiness Fund of the Forest Carbon Partnership Facility (FCPF):** Funded by the World Bank (WB), it focuses on preparing the implementation of the Reducing Emissions from Deforestation and Forest Degradation plus (REDD+) mechanism in Argentina, aiming to improve data quality for Agriculture, Forestry, and Land Use (AFOLU).
- **Monitoring of National Forest and Information Systems for a Transparent REDD+ Process:** Implemented by the International Climate Initiative, it aims to strengthen the forest sector's monitoring system.
- **Strategic Partnership for the Implementation of the Paris Agreement:** Executed by GIZ and implemented by a coalition including the National Institute of Agricultural Technology (INTA) and Avina, focusing on developing long-term sectoral strategies for the AFOLU sector.
- **Advancing from Mitigation Ambition to Action:** Financed by the International Climate Initiative of the Ministry of Environment of Germany, this project provides analytical support to Argentina on the co-benefits of the NDC and the social, economic, and environmental impacts of mitigation, especially in the energy sector.

- **Partnership for Market Readiness (PMR):** Argentina aims to evaluate the feasibility of implementing Carbon Pricing Instruments (CPIs) in the country and outline its roadmap for proposed CPIs (Renewable Energy Certificates and Energy Efficiency) and market readiness components.
- **Sustainable and Integrated Urban Planning and Investments in Argentine Cities (GEF-7):** Implemented by UN Environment to promote and integrate low-carbon investments and conservation in four Argentine cities (Mendoza, Salta, Mar del Plata, and Ushuaia).

39. Lastly, the CBIT 9955 Project has synergies with three **Sustainable Development Goals (SDGs)**:

- **SDG 13 | Take urgent action to combat climate change and its impacts:** contributing to target 13.2 "Integrate climate change measures into national policies, strategies and planning" and target 13.3 "Improve education, awareness-raising, and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning," specifically indicator 13.3.2 "Number of countries that have communicated the strengthening of institutional, systemic, and individual capacity to implement adaptation, mitigation, technology transfer, and development actions."
- **SDG 5 | Gender Equality:** The CBIT Project seeks to link gender issues with climate change through a specific study on the impact of mitigation instruments in terms of gender equity, introducing gender perspectives into Mitigation Monitoring, Reporting, and Verification (MRV), as well as involving women throughout the Project implementation process. This CBIT Project contributes to the specific target 5.5 "Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life".
- **SDG 12 | Ensure sustainable consumption and production patterns:** contributing to the specific target 12.c "Rationalize inefficient fossil-fuel subsidies that encourage wasteful consumption by removing market distortions, in accordance with national circumstances, including by restructuring taxation and phasing out those harmful subsidies, where they exist, to reflect their environmental impacts, taking fully into account the specific needs and conditions of developing countries and minimizing the possible adverse impacts on their development in a manner that protects the poor and the affected communities".

3.2. Problem statement at design stage

40. Argentina has a vast territory, which makes it highly exposed to various climate change risks and impacts. The country's rich agricultural sector plays a key role in its economic development and in both local and international food supply. Historically, Argentina has been known as the "The Barn of the World". However, the country's vulnerability to climate change - manifested through events such as heavy rainfalls, floods, droughts, and landslides - can lead to significant production variability, which in turn can cause negative economic and social impacts. Furthermore, Argentina ranks third in regional GHG emissions, primarily originating from the energy sector (especially fossil fuel combustion and transportation) and the AFOLU sector. Third in line are emissions from industrial

processes and product use, as well as from waste. These interrelated factors highlight how environmental vulnerabilities, combined with high emission levels, can exacerbate the challenges faced by the country in both economic and environmental terms.

41. In terms of the issues which aimed to be addressed through this CBIT Project, **Argentina had identified diverse gaps regarding the ETF**. These gaps were recognized concerning the three components of the Project: 1) National and subnational GHG inventory System; 2) Domestic tracking of mitigation actions and support received; and 3) Medium and long-term projections. Below are the main issues detected for each of the components:

42. **Component 1 | GHG inventory System:**

- **Lack of a strong systematization process for data gathering and of sub-national capacities for the GHG inventory system:** Argentina identified a lack of technical capacities within the ministries, as well as subnational related actors involved in data gathering and compiling sectorial inventories. Data gathering in general has consumed an excessive amount of time and, even more if the shared information needed exhaustive revising processes for it to become useful for GHG inventory purposes. Moreover, the national government had previously identified that each province processed inventory relevant data in a de-standardized and incomplete way that was not periodically surveyed. Therefore, it was extremely difficult to use this subnational data as a bottom-up source for Activity Data (AD) improvement. Finally, a real gap was identified in the technical capabilities between local and provincial governments, translating this disconnection in a multiplicity of local GHG inventories not fully compatible with the IPCC reporting methodologies.
- **Lack of methodologies, local AD and Emission Factors (EF) for assessing the impact of mitigation actions put in place and enhancing the GHG inventory quality:** Several categories of Argentina's GHG Inventory suffering the lack of sectoral specific AD, created the need of estimating them with default Emissions Factors (IPCC tier 1) or Not Estimating them (N/E in notation of the IPCC methodology). This led to over-estimating Argentina's emissions in different sectors. Therefore, the inventory did not fully achieve the "Accuracy principle" of GHG inventory compiling. It also identified the limited access to information restrained to representative companies in some of the main source categories.
- **Lack of a robust GHG inventory platform available for exchange of data with different stakeholders:** In 2017, Argentina launched the [National Inventory Platform](#) with the purpose of sharing the results with different types of audiences in an accessible and understandable way. This platform needed technical adjustments to host new contents and formats (e.g. audiovisual products) in order to increase its capabilities for new types of users, such as academia, Non-Governmental Organizations (NGOs) and the private sector.

43. Component 2 | Tracking of mitigation actions and support received

- **Limited communication among government areas in order to decide common/comparable progress indicators and for a standardized provision of tracking data for the mitigation actions implemented and the support received:** all national enforcement authorities decided on how to track progress regarding their sectoral actions. Nevertheless, they tended to do it from a sectoral perspective that did not always include or accept the “big-picture” view necessary to track progress of the mitigation actions in an organized way. There was neither a common tracking system for support received. Most of the ministries could apply for and receive international financial support related to climate change and did not need to report to the NCCD. This made it difficult to properly track any support received. Finally, the information reported overall did not provide a comprehensive overview of the Party's mitigation actions and their effects, and the amount of emissions being reduced or expected to be reduced were not quantified.
- **Lack of data for definition and evaluation of sectoral indicators for tracking progress through a consolidated domestic MRV system:** Argentina did not provide information on the domestic MRV of mitigation action arrangements. Therefore, the domestic MRV system was moving forward but too slowly. Additionally, there were some actions whose relevant area did not even get enough data to track their progress over time (e.g. actions that promote energy efficiency standards both in appliances and transportation lacked the baseline information to compare the performance of more efficient products in order to estimate emission reductions).
- **Lack of a domestic MRV system to track support received:** the country showed the absence of a mechanism to systematically report and articulate the expenses of the different government and private actors in actions of mitigation and adaptation and the respective sources of financing. The substantive areas that applied for and received support for climate change related activities did not regularly report this information to the NCCD, which is responsible for compiling and reporting this within the BURs. Moreover, there was a lack of common definitions of the types of support directly linked to climate change and of shared sources of information. Additionally, donors and receivers had different interpretations between what is climate change related and what is not, therefore sometimes the donors reported more support than what the country could actually transform into climate change actions and policies.

44. Component 3 | Medium and long-term projections

- **Lack of methodologies for evaluating the interaction and complementarity among sectorial mitigation actions and co-benefits in order to track progress made towards the 2030 targets:** The different governmental agencies involved are responsible for a set of measures, but they did not have the technical capability for estimating the impact expressed as regards to emissions reductions. Therefore, the NCCD is currently in charge of this. Moreover, the NCCD lacked the methodological approaches to evaluate the interaction and complementarity of the sectoral mitigation actions.

- **Lack of communication and information sharing when doing medium and long-term sectorial projections among ministries:** Some of the governmental agencies within the NCCC had started to model their own sectorial projections, but they did it by themselves, with no direct and continuous communication with each other in order to validate the results, nor including cross-sectorial inputs to enrich the projections and to incorporate possible interactions. Therefore, the results obtained were not always complete or comparable.
- **Lack of updated economy-wide medium-term scenarios and of long-term projections (2050) in order to prepare a long-term national mitigation strategy:** when submitting this CBIT Project, the last economy-wide scenarios that Argentina had projected was developed for the Third National Communication that used data up to 2012. Due to the several changes that occurred at international and national level, many of the assumptions used to project scenarios needed to be updated and validated, in order to count for new medium and long-term projections.
- **Lack of a robust methodology for an economy-wide long-term trajectory:** when submitting this CBIT Project, the last time Argentina had developed studies to evaluate the expected impacts of variable conditions on the emission drivers and on possible mitigation actions, was in 2012. Therefore, these results needed to be updated to the current socio-economy context in order to be useful as inputs in a Long-Term Strategy (LTS) planning process.

3.3. Results framework

45. This Project aimed to **support and strengthen Argentina's transparency mechanisms** over time through defining and enhancing **country-owned methodologies for a MRV system**. Starting from improving measurement through a **robust National GHG inventories system**, also **strengthening the tracking of progress for current mitigation actions and support received** and lastly, developing **new inputs for the short, mid and long-term projections** that will collaborate in setting more ambitious NDC targets.
46. Under this main objective and in order to overcome the above-mentioned transparency gaps, Argentina identified three outcomes, nine outputs and 34 activities for CBIT intervention, grouped in three components. This information is organized in the tables below, according to each component:

47. Component 1: National and subnational GHG inventory System

Table 3. Component 1 | Outcome, outputs and activities

Outcome 1.1 Argentina is able to elaborate and share consistent and accurate national and subnational GHG inventories	
Output 1.1.1 Sectorial templates and consistency guidelines on data collection and reporting are developed and related trainings are provided for subnational level	
Activities	1.1.1.1 Develop subnational reporting capacities according to the province's interests: through data gathering tools (templates), consistency checks analysis and identification of opportunities for improvement. 1.1.1.2 Carry out three subnational pilot studies to test and improve the subnational capacities according to each province GHG emission's profile. 1.1.1.3 Provide 30 training activities for subnational level technical staff and academia institutions involved in GHG Inventory compiling.
Output 1.1.2 Country-specific EF, AD and parameters are developed and/or enhanced for at least two sectors (Energy and AFOLU)	
Activities	1.1.2.1 Develop local EF for category 1A (Energy sector) fossil fuels combustion. 1.1.2.2 Improve AD for GHG inventory category 1A3 Transportation. 1.1.2.3 Generate new AD and Parameters for categories Not Estimated in the last GHG Inventory of Argentina. 1.1.2.4 Generate inputs to have a consistent Representation of Lands for the GHG inventory of Argentina. 1.1.2.5 Develop AD and Parameters for harvested wood products emissions.
Output 1.1.3 Expanded information sharing and knowledge management platform on national and subnational GHG inventory is improved and put in place	
Activities	1.1.3.1 Update interactive tools and audiovisual contents on GHG Accounting and Mitigation, as well as the display of information of the existing GHG Inventory Platform website. 1.1.3.2 Develop new audiovisual material and/or interactive tools on mitigation and adaptation. 1.1.3.3 Develop a Citizen Guidance for the implementation of the NDC.

Source: own elaboration based on the CEO ED

48. Component 2: Tracking of mitigation actions and support received

Table 4. Component 2 | Outcome, outputs and activities

Outcome 2.1 Stakeholders within the NCCC provide and exchange information for domestic tracking of mitigation actions and support received	
Output 2.1.1 Sectorial templates and guidelines on mitigation action tracking are developed and related trainings are provided	
Activities	2.1.1.1 Assess the ongoing domestic mitigation monitoring system to identify information gaps. 2.1.1.2 Map information sources, involved stakeholders and data providers for two relevant mitigation actions: 1) energy efficiency labelling for appliances; 2) energy efficiency labelling for road transportation of passengers. 2.1.1.3 Develop and provide 4 workshops for data suppliers to create and enhance engagement and promoting periodical information disclosure. 2.1.1.4 Develop 2 reports including a mapping of the most relevant source providers, a suggested monitoring structure and methodology on how to track progress of each action on a rolling basis, alongside with templates and explanation guidelines. 2.1.1.5 Carry out 2 pilot studies, one per mitigation action, to collect initial data for baseline determination. 2.1.1.6 Develop 1 study on the impacts of mitigation instruments on gender equity.
Output 2.1.2 Sectorial templates and guidelines support-received tracking are developed and related trainings are provided	
Activities	2.1.2.1 Characterize and map the initial status, information available, relevant stakeholders on tracking of the support received. 2.1.2.2 Identify different methodologies used in Latin America to track support received and carry out 1 workshop to present results. 2.1.2.3 Carry out 1 initial workshop, gathering main stakeholders in order to agree common definitions on what Argentina considers climate-related finance and to present results. 2.1.2.4 Develop standardized reporting templates and guidelines in order to collect relevant data on the support received in a standardized and efficient way. 2.1.2.5 Collect and compile data on Argentina's support received. 2.1.2.6 Carry out 4 workshops or trainings - one per year- regarding data collection into the new templates for the relevant enforcement authorities involved and subnational level stakeholders.

Source: own elaboration based on the CEO ED

49. Component 3: Medium and long-term projections

Table 5. Component 3 | Outcome, outputs and activities

Outcome 3.1 Stakeholders within the National Climate Change Cabinet use consistent GHG emissions modeling, economy wide scenarios, and analysis of interactions for climate policy decision making	
Output 3.1.1 Medium term models to evaluate the interactions between sectoral mitigation actions are developed (2020/2025/2030)	
Activities	3.1.1.1 Develop a consistency checking tool to analyze and assess the interaction between different sectoral mitigation actions, in terms of physical units, and the socio-economical context.
Output 3.1.2 Economy-wide long-term modeling inputs and sensitivity analysis are developed (2030/2040/2050)	
Activities	3.1.2.1 Develop 1 sensitivity study on the main emission drivers to identify and analyze all possible impacts, changes and interactions due to both internal and external factors. 3.1.2.2 Develop 1 study on disruptive behaviors and technologies by 2050. 3.1.2.3 Support and coordinate from a holistic perspective the LTS process.
Output 3.1.3 Peer exchange activities for experience sharing and local capacity building on Long-Term Strategies are conducted	
Activities	3.1.3.1 Carry out peer exchange activities for local capacity building and experience sharing, such as south-south peer exchange workshops, webinars and development of communities of practice with other countries of the region. 3.1.3.2 Attend international workshops linked to LTS and medium and long-term projections. 3.1.3.3 Carry out 2 international/regional workshops for local stakeholders on lessons learnt developing a LTS. 3.1.3.4 Carry out 1 training on Locate, Evaluate, Assess and Prepare (LEAP) methodology for the NCCD.

Source: own elaboration based on the CEO ED

3.4. Project governance structure

50. The **Implementing Agency (IA)** for the Project was the UN Environment, through its GEF Climate Mitigation Unit (GEF CMU). The main responsibility of this role was to ensure the proper execution and monitoring of the project in accordance with UN Environment and GEF fiduciary standards, ensuring timely planning and disbursement of resources, overseeing Project progress and performance, and evaluating the quality of products and deliverables. This included conducting supervision missions, assessing risks, managing reports, and providing feedback to executing partners, as well as authorizing disbursements, budget revisions, and ensuring adherence to quality criteria and standards.
51. The **Executing Agency (EA)** was the Secretariat of Climate Change and Sustainable Development through the National Climate Change Directorate (NCCD) with execution

support from ROLAC & FUNDACEN⁷ (since January 2024) as per the country's request. ROLAC/FUNDACEN received and managed the funds (this included being in charge of procurement and hiring processes). The EA was responsible for ensuring that the Project met its objectives and delivered the expected outcomes by overseeing technical execution according to the Project plan, ensuring the quality of products, outputs, and deliverables. It included managing the compilation and submission of progress, financial, and technical reports to the IA, submitting budget revisions, and addressing any issues or inconsistencies raised by the IA. The role involved facilitating Steering Committees, overseeing day-to-day Project execution, managing financial resources, and ensuring timely availability of financing. Additionally, it required effective coordination among Project stakeholders, especially national parties, and monitoring and evaluating the Project's outputs and outcomes, guaranteeing efficient use of resources and timely submission of all required reports. The IA, the Secretariat and ROLAC/FUNDACEN coordinated permanently.

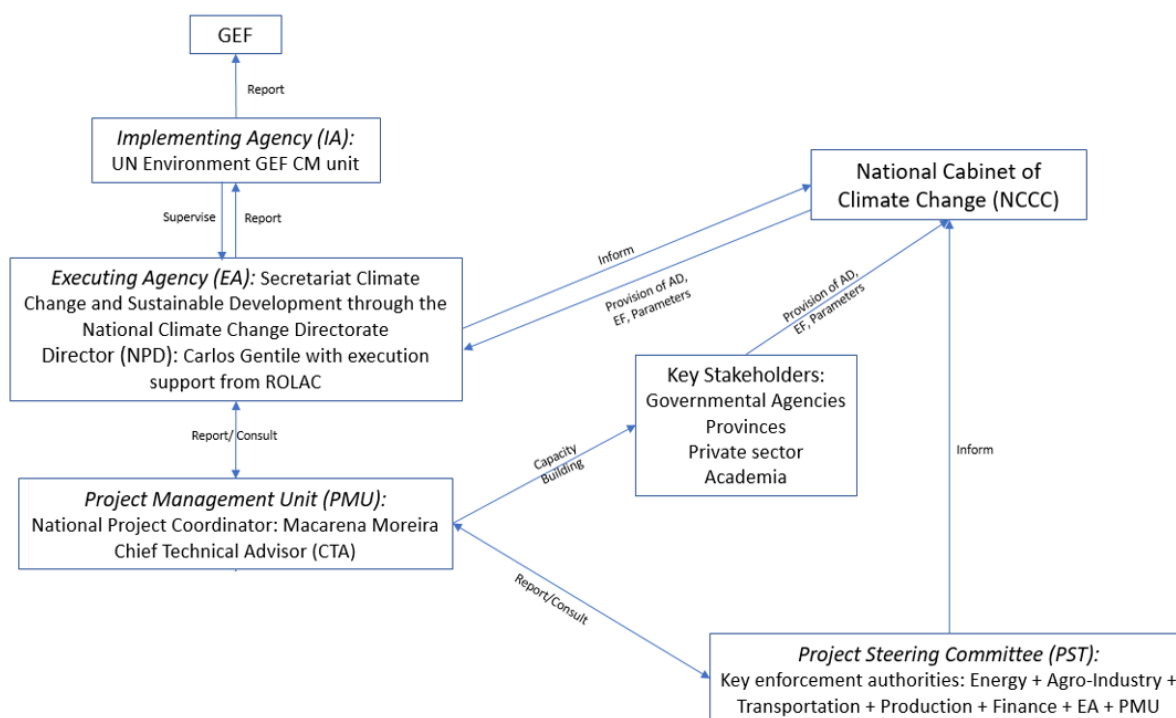
52. A **Project Steering Committee (PSC)** was established with the intention of meeting twice a year; however, in practice, it convened only once annually. The Committee's role involved overseeing the Project's progress and the implementation of its outputs, providing strategic guidance and direction on related activities, and approving annual work plans and budgets. It required engaging national stakeholders to support Project execution and foster synergies with complementary initiatives and ongoing projects. Additionally, the role included reporting Project progress to national enforcement authorities within the NCCC and mobilizing their support for the Project, as well as offering insights on sectoral policy barriers and contributing to the stages of sectoral policy development. The PSC composition included key enforcement authorities: Energy, Agro-industry, Transport, Production, Finance, International Relationships, the EA and a Project Management Unit.
53. The **Project Management Unit (PMU)** was composed of a **National Project Director (NPD)** and a **National Project Coordinator (NPC)** - represented by officers from the EA -, and a **Chief Technical Advisor (CTA)** - hired by the Project. The PMU acted as member of the PSC; reported and received advice from the PSC; identified and secured partner support for the implementation of Project activities and advised on the hiring process.
54. The **National Climate Change Cabinet (NCCC)** provided overall guidance and strategic direction to the PSC, mobilizing national stakeholders to support Project implementation, and fostering synergies with complementary initiatives and ongoing projects. It also

⁷ FUNDACEN is a non-profit institution established in 1990 by professors and graduates of the Faculty of Exact and Natural Sciences at the University of Buenos Aires (FCEN-UBA). Since its inception, the Foundation's mission has been to support the development and strengthening of FCEN in multiple areas, such as funding support scholarships, improving infrastructure, providing administrative and grant management assistance, supporting partnership agreements, and many other projects.

included offering insights on national policy barriers and contributing to the development stages of national policy.

55. The governance structure is illustrated in the diagram below and roles and responsibilities of each body are detailed in Annex XV.

Figure 2. Project implementation arrangements



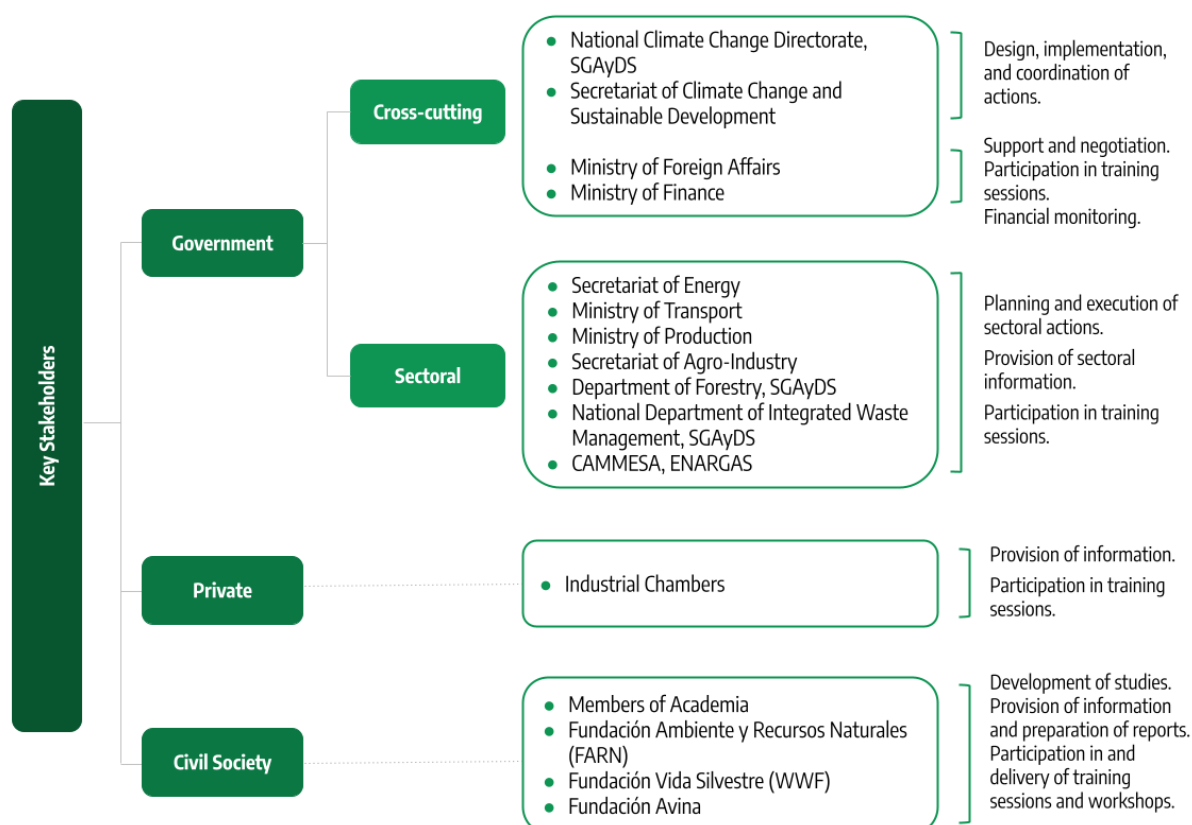
Source: CEO ED

3.5. Stakeholders as in the original Project Document

56. Although different stakeholders from the international, national, and subnational levels are mentioned throughout the CEO ED, those identified as most relevant are only from the national level. These can also be classified according to the following categories: **a) area of affiliation:** government, private, or civil society; **b) whether they are sectoral or cross-cutting;** and **c) their role in the Project.** A total of **16 key stakeholders** were identified, of which 11 belong to the government and 7 are sectoral. Figure 3 presents the stakeholders map according to this classification.

57. The key stakeholders names, responsibilities and roles in the Project are detailed and provided under Annex XVI according to CEO ED.

Figure 3. Stakeholders map



Source: own elaboration based on the CEO ED

3.6. Changes in design during implementation

58. During its implementation, the CBIT Argentina Project underwent several modifications to its design, work plan, and institutional arrangements. These adjustments responded to emerging challenges, opportunities, and contextual changes, while maintaining alignment with the Project's original objectives.
59. A key design adjustment was the **request for a non-cost extension**. Originally scheduled for completion by August 31st, 2023, the Project was extended until July 31st, 2024. This extension was justified primarily by delays resulting from the **COVID-19 pandemic** - which restricted travel and in-person activities - and from **lengthy and complex administrative procedures**, especially related to procurement and contracting processes managed by UNEP/ROLAC.
60. Several **minor amendments** were also recorded and approved during implementation. These included:
- **Adjustments to the work plan and budget** to accommodate changes in activity timelines and currency exchange fluctuations.
 - **Modifications to institutional arrangements**, such as the **replacement of UNEP/ROLAC by FUNDACEN** as executing partner during the final implementation

stage (January-July 2024), with the aim of expediting administrative processes during a period of political transition.

- Updates to the **results framework**, mainly to reflect improvements in the National GHG Inventory categories and methodologies.

61. Additionally, the Project experienced **changes in its steering structure and staffing**. The PSC composition evolved with the change of national governments (2019, 2021, 2023), leading to adjustments in the representatives of key ministries and secretariats. Furthermore, the **absence of a Mid-Term Review** limited the opportunity to formally restructure components or indicators mid-course.

62. Despite these adjustments, **the Project remained within its original scope and budget**. The modifications made were largely adaptive and did not involve changes to core objectives or the addition of new components.

Table 6. Key Project Revisions and Adjustments

Year	Changes	Description / Justification	Source
2019	Adjustment of Outputs and Budget Allocation	Two outputs were removed as they had been completed under other projects. Several outputs were rephrased for clarity, and one output was added under Component 3 to reflect LTS peer exchange. Budget was reallocated accordingly (from C1 to C2 and C3).	CEO ED
2020	Adjustment of Work Plan and Budget	Extension of technical completion to September 2023. Revisions made to reflect early delays due to the COVID-19 pandemic and complex administrative processes.	PIR 2021; Project Revision 2020
2021	Budget reallocation and updated procurement schedule	Modifications to adjust for currency fluctuations and improve planning of consultancies and services.	PIR 2021; Project Revision 2021
2022	Mid-implementation adjustment to inventory activities	Incorporation of updated methodologies and new GHG inventory categories.	PIR 2022
2023	No-cost extension (Aug 2023 → Jul 2024)	Extension requested due to delays caused by the pandemic and procurement bottlenecks. Allowed finalization of pending deliverables and contracting.	PIR 2023; Project Revision 2023
2024	Change in Executing Agency (ROLAC → FUNDACEN)	Transfer of responsibilities to accelerate financial execution and administrative processes.	PIR 2024
Ongoing (2019 – 2024)	Changes in Steering Committee composition	Adjustments due to transitions in national governments and ministries. New representatives designated by each administration.	PIR Reports; Interviews

Source: own elaboration based on documentation provided by the NCCD

3.7. Project financing

63. The CBIT Argentina Project was approved with a total GEF budget of **USD 1,999,800**, with an **additional USD 350,000** in co-financing commitments from the Government of Argentina (in-kind contributions).

4. Theory of Change at Terminal Review

64. At the time of project formulation, the CBIT Argentina Project did not include a formally articulated Theory of Change (ToC), as this was not yet required by UNEP/GEF standards. However, a Logical Framework was included in the CEO Endorsement Document, which served as the basis for reconstructing the ToC during this Terminal Review.
65. The reconstructed ToC identified the Project's intended impact as **strengthening Argentina's capacity to meet the requirements of the Enhanced Transparency Framework (ETF) under the Paris Agreement**. This would be achieved through the development of a robust national and subnational GHG inventories system, also strengthening the tracking of progress for mitigation actions and support received and lastly, developing new inputs for the short, mid and long-term projections.
66. To reach this impact, the Project was designed around **three main components**, each linked to specific outcomes and outputs. The **ToC reconstruction** organizes the Project logic by component:
67. **Component 1 | National and subnational GHG inventory System**: the expected outcome of this component is the strengthening of Argentina's capacities to elaborate and share consistent and accurate national and subnational GHG inventories. To achieve this outcome, activities are implemented to generate specific outputs:
- The implementation of pilot projects in selected provinces and the development and delivery of training activities for subnational and academic technicians result in the following outputs: a) Sectoral templates and consistency guidelines for data collection, and b) Related training for the subnational level. These outputs standardize data collection and strengthen the technical capacities of subnational actors involved in compiling GHG inventories.
 - Data collection and analysis at the subnational level generate country-specific EF, AD, and parameters for the Energy and AFOLU sectors. This improves data quality and consistency, addressing existing gaps in key inventory categories and providing inputs for more accurate estimations.
 - The updating and enhancement of an interactive information platform results in an expanded platform for sharing information and knowledge management related to national and subnational GHG inventories. This platform includes interactive tools, audiovisual content, and guides to facilitate access to and understanding of climate information.
 - Participation in peer exchange and learning activities at national and international levels results in activities to share experiences and build local capacities for GHG inventory development. Through workshops, conferences, and South-South networks, global learnings are incorporated, and local capacities are strengthened to implement the PA's Transparency Framework.
68. **Component 2 | Tracking of mitigation actions and support received**: the expected outcome of this component is that actors within the NCCC can provide and exchange information

to track national mitigation actions and support received. To achieve this outcome, activities are implemented to generate specific outputs:

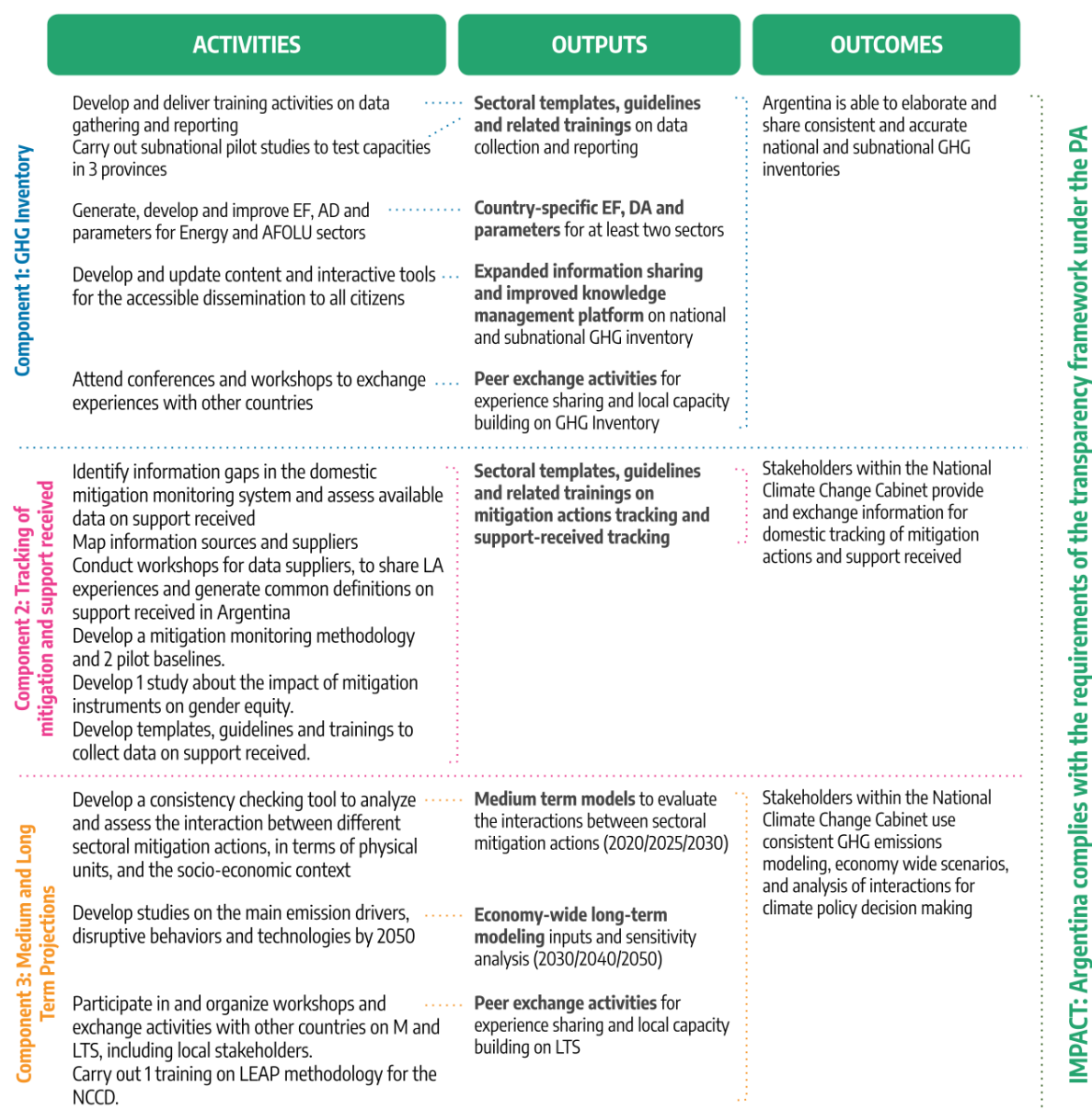
- The development of diagnostics, new monitoring methodologies, baselines, studies, and training results in: a) Sectoral templates and guidelines for tracking mitigation actions, and b) Related training. These outputs establish tools, guides, and methodologies to improve data collection and monitor key actions, such as energy efficiency labeling and other climate policies, while considering gender equity aspects.
- Data collection and analysis, the development of templates and guidelines, and participation in workshops and conferences result in: a) Sectoral templates and guidelines for tracking support received, and b) Related training. These outputs enable Argentina to agree on common definitions of climate finance, develop a methodology for tracking financial and technical support received, and standardize information collection processes at the national and international levels.

69. **Component 3 | Medium and long-term projections:** the expected outcome of this component is that actors within the NCCC can use consistent emissions models, comprehensive economic scenarios, and sensitivity analyses to support climate decision-making. To achieve this outcome, activities are implemented to generate specific outputs:

- The development of new monitoring methodologies results in medium-term models to assess interactions between sectoral mitigation actions (2020/2025/2030). This output allows for an integrated analysis of sectoral actions, verifying their coherence and estimating their impact on GHG emissions in the short and medium term.
- The development of studies generates long-term modeling inputs at the economic level and sensitivity analyses (2030/2040/2050). This output provides technical analyses and specific studies, such as disruptive technology scenarios, to support the development of a Long-Term Strategy (LTS).
- The development and delivery of training, as well as participation in conferences and experience-sharing workshops, results in peer exchange activities to share experiences and strengthen local capacities regarding Long-Term Strategies. This promotes international cooperation and the training of key officials, facilitating the learning of successful experiences both regionally and globally.

70. A simplified reconstruction of the Project's ToC is illustrated in Figure 4 below.

Figure 4. Argentina CBIT 9955 Theory of Change



Source: Own elaboration based on the CEO ED

71. As outlined in the IR for this TR, the Logical Framework included in the Project design presents several **limitations that constrain the full reconstruction of a ToC**. These limitations fall into four main areas:

72. **Lack of formal structure and technical precision:** While the Project document includes descriptions of outputs and activities, these are not consistently defined or used in accordance with standard ToC terminology. Moreover, the framework does not distinguish clearly between short, medium, and long-term outcomes. Instead, each component is associated with a general objective, without a temporal logic that illustrates how activities and outputs are expected to lead to progressive, time-bound results.

73. **Limited operationalization of outcomes:** The expected outcomes are broadly formulated and lack operational detail. There is no clear articulation of the specific changes in institutional capacities, stakeholder behaviors, or systems that the Project aims to produce. This limits the evaluability of the outcomes and their attribution to Project interventions.
74. **Weak integration between components and impact logic:** The three Project components are presented as separate axes of work, without a clear narrative linking them to a shared impact pathway. A well-structured ToC would demonstrate how progress in one component reinforces or enables progress in the others, creating synergies toward the intended long-term change. Also there is an absence of explicit drivers of change among components.
75. **Absence of assumptions and risk analysis:** The Project does not identify the assumptions underlying the causal logic between activities, outputs, and outcomes. Nor does it provide a systematic risk analysis and mitigation strategies, particularly in relation to institutional capacities or shifts in political priorities - critical factors in the Argentine context of high governmental volatility.

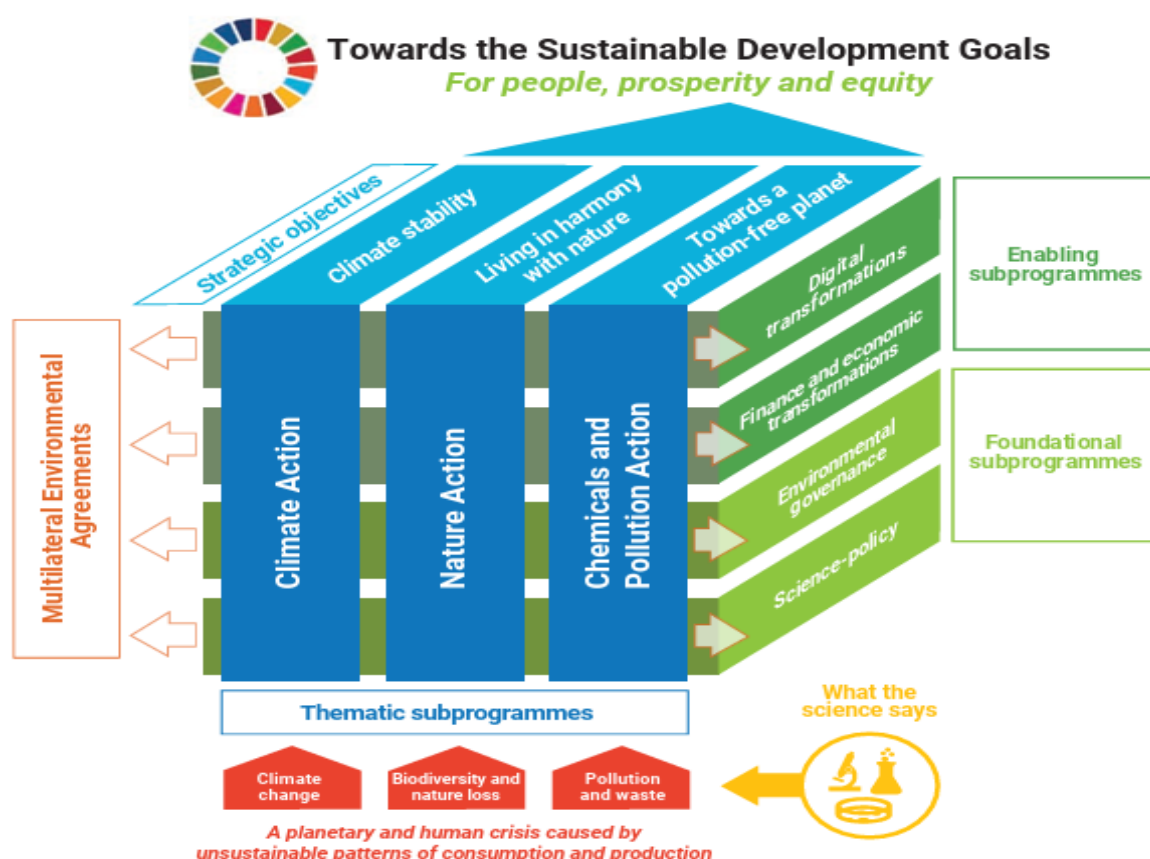
5. Review findings

5.1. Strategic Relevance

5.1.1. Alignment to the UNEP Medium Term Strategy (MTS) and Programme of Work (POW) and Strategic Priorities

76. The Project is strongly aligned with UNEP's strategic orientation. Framed within the context of the PA, under which Parties to the UNFCCC established the CBIT, the Project contributes directly to enhanced national capacities for meeting transparency requirements.
77. CBIT Argentina supports the **UNEP Medium-Term Strategy (MTS) 2022–2025**, particularly through the **Climate Action thematic sub programme**. This sub programme aims to support countries in accelerating mitigation and adaptation efforts consistent with the goals of the PA. Specifically, the Project contributes to **Outcome 3**: "State and non-state actors adopt the enhanced transparency framework arrangements under the Paris Agreement". By developing national and subnational GHG inventories, strengthening systems for tracking mitigation actions and climate finance, and promoting long-term emissions modelling, the Project enhances the institutional and technical capacities required to comply with the ETF.
78. In doing so, the Project addresses a core objective of the MTS and reinforces UNEP's broader strategy on evidence-based policymaking, strengthened reporting systems, and capacity-building in developing countries, in alignment with the Bali Strategic Plan for Technology Support and Capacity-building (BSP).
79. The **Programme of Work (PoW) 2022–2023** translates the MTS into operational terms and structures UNEP's contributions under three strategic objectives. The CBIT Argentina Project contributes to the first of these: **Climate Stability**. More specifically, the Project supports the achievement of the following **direct outcomes** identified in the PoW's **climate stability theory of change**: **1.1)** "Policymaking and decision-making for climate action are informed by the latest science-based analysis and data generation"; and **1.3)** "Transparency and accountability of government and non-government climate action, including from the private sector and the financial community, are strengthened". Through these contributions, the Project also supports the achievement of one of the three **expected outcomes by 2025**: **1c)** "State and non-state actors adopt the enhanced transparency framework arrangements under the Paris Agreement".

Figure 5. UNEP results framework for 2022-2023



Source: UNEP Programme of Work and Budget for 2022-2023

80. Although official Project reports (PIR 2024) identified only one indicator from the PoW to which the CBIT Argentina Project contributes, **a more in-depth analysis reveals additional relevant indicators associated with the direct outcomes supported by the Project.** These include:

- Number of national, subnational and private-sector actors that adopt climate change mitigation and/or adaptation and disaster risk reduction strategies and policies with UNEP support.
- Number of national, subnational and private-sector actors reporting under the enhanced transparency arrangements of the PA with UNEP support.
- Number of countries and national, regional and subnational authorities that, as a result of UNEP support, have strengthened capacity to develop sound environmental data, statistics, scientific assessments and early warning systems.
- Number of relevant global, regional and national forums, institutions and Governments using data, statistics, scientific assessments and early warning and foresight systems provided by UNEP for catalysing policymaking and action.
- Number of United Nations country teams (UNCT) using data and statistics on environmental trends and assessments identified through UNEP to catalyze policy recommendations.

- Number of international legal agreements or instruments advanced or developed with UNEP support to address emerging or internationally agreed environmental goals.
- Number of plans, approaches, strategies, policies, action plans or budgeting processes of entities at the national, regional and global levels that include environmental goals as a result of UNEP support.
- Number of entities at the national, regional or global levels that UNEP has supported in developing integrated approaches and tools for enhanced coordination, cooperation and synergies for the coherent implementation of Multilateral Environmental Agreements.
- Number of economic, finance, industry and trade policies, practices, partnerships and initiatives put in place or implemented to enable just transitions.
- Number of digital platforms deployed as a result of UNEP support for automatically monitoring global progress against climate, nature and chemicals and pollution targets to support transparency, predictive analytics and risk identification.

Rating for this section is '**Highly Satisfactory**'.

5.1.2. Alignment to Donor/Partner Strategic Priorities

81. The CBIT Argentina Project is consistent with several core objectives of the BSP. First, it directly supports **Objective a)-iii** by strengthening national capacities to implement international agreements, specifically the ETF under the Paris Agreement. The Project achieves this by improving national and subnational GHG inventories, developing methodologies to monitor mitigation actions and climate finance, and enhancing data systems and institutional coordination mechanisms.
82. The Project also contributes to **Objective a)-vi** by supporting national institutions in the collection and analysis of data and monitoring of environmental trends. For instance, it has developed templates and guidelines for subnational data collection, established consistency protocols, and delivered targeted training to strengthen provincial technical capacities. These actions are closely aligned with the BSP's focus on enabling countries to generate, use, and sustain data-driven environmental governance systems.
83. Furthermore, CBIT Argentina promotes **South-South cooperation**, a central element of the BSP, through peer exchange activities and regional workshops aimed at sharing lessons learned and best practices with other countries in Latin America and the Caribbean. It also incorporates the **gender perspective**, as recommended in **Objective e)** of the BSP, by embedding gender considerations in capacity-building activities and monitoring tools.
84. Finally, the Project contributes to the **BSP's strategic considerations** related to avoiding duplication of efforts, leveraging existing institutional capacities, and enhancing inter-agency collaboration. By aligning with national climate policies, engaging with multilateral frameworks, and complementing other international support, CBIT Argentina operationalizes the BSP's principle of **coherence** and **coordination** across stakeholders.
85. CBIT Argentina, also contributes to **GEF-8 Programming Directions**. The Project supports the **Climate Change Focal Area**, which aims to "support developing countries to make transformational shifts towards net-zero GHG emissions and climate-resilient

development pathways". Specifically, the Project contributes to **Pillar II** "Foster enabling conditions to mainstream mitigation concerns into sustainable development strategies", objective 2.1. "Support capacity-building needs for transparency under the Paris Agreement through the CBIT".

86. However, no specific indicators were identified to track or report the Project's contribution to donor or partner results frameworks.

Rating for this section is ' Satisfactory '.

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

87. According to official documents (CEO ED and PIR 2024), the CBIT **Argentina Project is aligned with SDGs 5** (target 5.5), **12** (target 12.c), **and 13** (particularly with Targets 13.2, 13.3 and its Global Indicator 13.3.2). However, this indicator is not currently operationalized or reported by Argentina in its official SDG monitoring frameworks (Informe de País). Nonetheless, the Project's contributions to institutional capacity-building are fully aligned with the intent of this target, which aims to improve education, awareness, and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning.
88. Moreover, **the Project directly supports the generation of scientific and technical information required to monitor Indicator 13.2.2** (Greenhouse gas emissions in MtCO₂eq), which is included in Argentina's 2023 Voluntary National Review (VNR). Specifically, CBIT has strengthened GHG inventory systems, improved data quality and frequency, and enhanced the technical and institutional capacity for climate reporting, key elements for tracking national progress in climate mitigation.
89. **The Project also contributes to the achievement of Target 13.b**, which promotes mechanisms to enhance climate-related planning and management in developing countries, with a focus on marginalized and vulnerable groups. Although **Global Indicator 13.b.1** remains under methodological development, CBIT Argentina provides substantial support through capacity-building at the subnational level, the development of nationally tailored methodological tools, and the integration of local actors into national climate transparency and planning systems.
90. Finally, it is important to note that **the CBIT Argentina Project is not mentioned in the country's 2023 national voluntary SDG report**. This omission highlights an opportunity for improved institutional coordination and for greater recognition of the role international cooperation projects play in advancing national sustainable development and climate action agendas.
91. Additionally, the Project demonstrates strong alignment with national environmental priorities as articulated in the **United Nations Sustainable Development Cooperation**

Framework (UNSDCF) for Argentina 2021–2025, which serves as the main strategic planning instrument between the Government of Argentina and the UN system.

92. The UNSDCF outlines a set of strategic outcomes that guide UN support in the country. Among these, the CBIT Project is particularly aligned with the following environmental environmental outcomes:
 - **Direct Effect 7:** By 2025, Argentina is expected to have progressed in the implementation of its environmental regulatory frameworks, through strengthened policies for climate action, pollution prevention and control, disaster risk management, sustainable energy and development, and sustainable consumption and production.
 - **Direct Effect 9:** The country aims to strengthen participatory mechanisms and the capacities of communities, public and private institutions, trade unions, and the scientific and academic sectors in the field of environmental rights and the prevention of socio-environmental conflicts, with a focus on gender and human rights.
93. The CBIT Project contributes directly to these outcomes by strengthening Argentina's institutional and technical capacity to generate, manage, and report data related to climate action, particularly through the development of consistent national and subnational GHG inventories, improved monitoring of mitigation actions and climate finance, and the integration of long-term emissions modeling into decision-making processes. These elements are essential for achieving robust and transparent environmental governance.
94. By supporting the development of national and subnational GHG inventories, long-term emissions modeling tools, and improved transparency systems, the CBIT Argentina Project has contributed to the implementation of key elements of **Argentina's National Climate Change Adaptation and Mitigation Plan** (PNAyMCC) (hereinafter referred to as the "**National Climate Change Plan**"). This Plan, adopted under Law N°. 27.520, defines the country's roadmap for fulfilling its climate commitments, including its Second NDC.
95. The CBIT Project contributes in particular to **Strategic Line 1** (Climate Governance) by strengthening institutional and technical capacities for emissions reporting and monitoring of climate actions. It also supports **Strategic Line 5** (Science, Technology and Innovation) through the development of methodologies adapted to the national context, emission factors, and modeling tools that enhance Argentina's ability to generate reliable, science-based information for policy making. In addition, the Project aligns with **Cross-Cutting Lines 2 and 3**, focused on institutional strengthening and knowledge generation, as well as with the Plan's cross-cutting approaches to climate empowerment and risk management.
96. In addition, the CBIT Argentina Project is closely tied to the country's operational realities and has contributed to strengthening key areas of Argentina's climate governance. Interviews with stakeholders involved in the Project revealed a variety of perspectives that, taken together, underscore the Project's strategic relevance in the national context.
97. Some stakeholders noted that the Project followed a somewhat standardized design ("pre-packaged") applied across multiple countries, which may have limited its initial responsiveness to Argentina's specific needs (PMU, M, Interview, February 2025). This

observation reflects broader structural challenges faced by the climate change agenda in the country, particularly limited political prioritization and weak inter-agency coordination.

98. Despite these challenges, **most stakeholders highlighted the valuable role of CBIT Argentina** in advancing critical aspects of the national climate agenda. Several interviewees acknowledged that the project helped improve the technical quality of Argentina's GHG reporting system and contributed to strengthening the institutional framework for climate governance (PMU, F, Interview, March 2025; Consultants, F/M, Focus Group #3, March 2025). The Project was seen to have gained political relevance within the Ministry of Environment beginning in 2021, and it supported coordination with other ministries (such as Transport and Industry) by providing key inputs for initiatives like the National Sustainable Transport Plan⁸ and vehicle labeling policies (PMU, F, Interview, March 2025).
99. Another widely recognized strength was the development of methodological tools specifically adapted to the Argentine context, rather than relying on imported models. Stakeholders also emphasized the Project's contribution to building local technical capacities (Consultant, M, Focus Group #3, March 2025). For a highly skilled but under-resourced climate team in Argentina, CBIT was described as a critical complement, providing technical and financial support necessary to meet growing international transparency requirements. Moreover, the Project was praised for its ability to deliver useful and demand-driven outputs through close collaboration with the National Climate Change Directorate.
100. Overall, the interviews suggest that while the Project faced some early limitations, it evolved into a strategically relevant initiative that supported Argentina's efforts to operationalize the ETF of the PA, strengthened national systems for climate reporting, and enhanced coordination and capacity-building within key government sectors.

Rating for this section is '**Highly Satisfactory**'.

5.1.4. Complementarity with Existing Interventions /Coherence

101. The CBIT Argentina Project demonstrated **strong complementarity with existing and ongoing interventions in the field of climate transparency**, both nationally and internationally. Rather than duplicating efforts, the Project was designed and implemented in a manner that integrated and built upon pre-existing initiatives. It drew on the foundations laid by the LECB project and aligned with the NDC Support Programme, particularly in areas related to institutional strengthening and data management for transparency.
102. The Project also generated **synergies with other national sectoral initiatives**. For example, it contributed to the development of the National Sustainable Transport Plan and supported the implementation of vehicle labeling schemes by generating key inputs

⁸ Available on: <https://www.boletinoficial.gob.ar/detalleAviso/primera/272624/20220928>

relevant to the Ministries of Transport and Industry. Additionally, under Component 3, the Project provided critical data and modeling inputs that supported the elaboration of Argentina's Long-Term Strategy (LTS), reinforcing national capacities for long-term climate planning.

103. Interviews with key stakeholders revealed that, especially from 2021 onwards, the Project's technical team maintained active dialogue with relevant government institutions, implementing agencies, and multilateral actors (PMU, F, Interview, March 2025). This coordination allowed Project deliverables to be aligned with national policy priorities, ensured efficient use of institutional capacities, and helped avoid redundant efforts.
104. However, although these synergies and complementarities emerged clearly during implementation, they were not explicitly planned for in the Project's original design. The CEO ED did not include a dedicated articulation strategy or identify specific benefits expected from coordination with ongoing initiatives. As a result, while the Project exhibited a high degree of practical complementarity, this was not fully embedded in the initial Project logic.

Rating for this section is '**Satisfactory**'.

Rating for this review criteria is '**Highly Satisfactory**'.

5.2. Quality of Project Design

105. The quality of the project's design was deemed "**Satisfactory**" with a score of **4.72 out of 6**. A detailed review of the Project design was completed and elaborated in the IR of the TR and thus only the summarized version will be presented here.
106. The **design of the CBIT Argentina Project was overall well-structured and consistent with the strategic objectives of its main donor**, the GEF. Organized around three clearly defined components, the Project design presented a comprehensive and integrated approach to strengthening climate transparency systems in Argentina over time. This coherence is reflected in the logical articulation of outputs, outcomes, and expected impacts, as well as in the alignment between activities and national priorities.
107. Among the key strengths of the Project design is the **inclusion of a detailed and well-substantiated diagnostic analysis**, which accurately identified the gaps in Argentina's climate transparency capacities. This analysis is used effectively to justify the Project's relevance and to define specific interventions aimed at addressing those gaps. The design also demonstrated strong complementarity with existing national initiatives and international cooperation efforts, capitalizing on previous institutional advancements and promoting synergies to enhance efficiency.
108. Another significant strength lay in the **Project's participatory and multi-actor approach**. It engaged a wide range of stakeholders, including public agencies, academia, civil society, and the private sector. Furthermore, the design promoted a South-South

cooperation perspective, particularly within Latin America, encouraging the sharing of lessons learned and best practices across countries. This inclusive and outward-looking strategy strengthened both national ownership and the Project's potential to catalyze broader regional impacts.

109. However, several weaknesses were also identified in the Project design. Most notably, the **Project lacked a formal sustainability strategy**. Given its focus on strengthening institutional and technical capacities, the absence of a clear plan to ensure the continuity of results and institutional arrangements beyond the Project's lifetime is a significant shortcoming. Without such strategy, there is a risk that some of the improvements achieved could be eroded over time.
110. In addition, the Monitoring and Evaluation (M&E) plan presented in the CEO Endorsement Document included only a **limited number of indicators**, many of which did not fully meet Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) criteria. This reduced the Project's ability to systematically track progress and assess results. While several elements of a ToC were implicitly present in the design, the lack of an explicit and structured ToC may have further limited the robustness of the M&E framework.

Rating for this review criteria is 'Satisfactory'.

5.3. Nature of External Context

111. The implementation of the CBIT Argentina Project took place under a **challenging external context**, shaped by a series of significant and concurrent disruptions that affected overall Project execution.
112. First, the Project formally began just as the **COVID-19 pandemic** broke out in early 2020, generating widespread disruptions across the Argentine public administration. The pandemic directly affected several planned activities, particularly those that involved engagement with subnational actors and in-person capacity-building sessions. As reported by various stakeholders, the shift to virtual formats required substantial reorganization, which was especially difficult in subnational contexts where climate action was not a political priority and institutional capacity was limited.
113. Second, the Project was implemented amid **macroeconomic volatility** in Argentina. While the Project budget was denominated in foreign currency and therefore not eroded by local inflation, this created a dual effect. On the one hand, the devaluation of the Argentine peso increased the Project's purchasing power in local currency, allowing some components to surpass original targets. On the other hand, inflation and exchange rate instability created practical challenges: fixed-term contracts became financially unsustainable for consultants, and procurement processes, such as obtaining quotations

for services, were complicated by the short validity of local prices. In some cases, the team had to adjust implementation modalities to make effective use of the available budget.

114. In addition, the Project spanned **three different political administrations**: it was designed during the government of Mauricio Macri (2015–2019), implemented during Alberto Fernández's administration (2019–2023), and concluded under the current government of Javier Milei (since December 2023). Although political transitions did not paralyze the Project, they introduced changes in institutional arrangements and leadership that affected fluency. The Ministry of Environment, for example, was downgraded to an undersecretariat during the new administration. Stakeholders also noted that the climate change agenda lost political visibility in the last phase of implementation, although the technical team managed to preserve continuity by documenting products (e.g., manuals, templates, terms of reference) to mitigate the impacts of staff turnover.

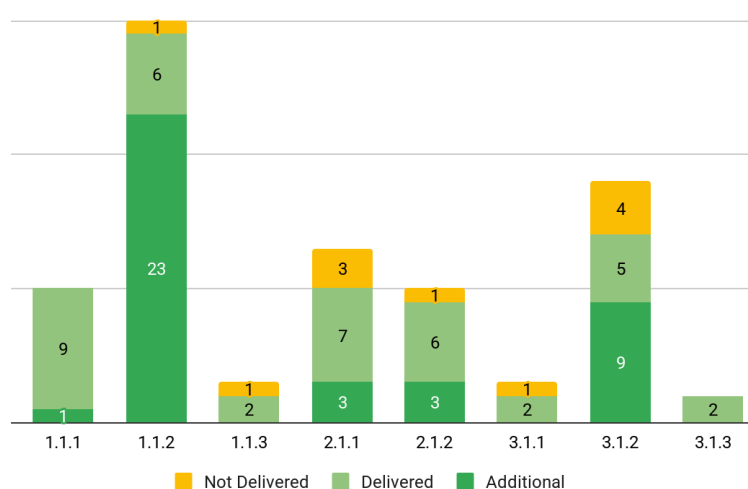
Rating for this review criteria is 'Moderately Unfavourable'.

5.4. Effectiveness

5.4.1. Availability of Outputs

115. The CBIT Argentina Project successfully **delivered all nine planned outputs** and produced a total of **78 deliverables, exceeding the initial plan of 50 by 56%**. This significant increase in output volume was made possible by the devaluation of the Argentine peso relative to the US dollar during implementation, which enhanced the purchasing power of the budget in local currency. This phenomenon, already discussed in previous sections, enabled the Project to generate a larger volume of technical products without requiring an increase in the original funding envelope.

Chart 1. Final Status of Deliverables by Output⁹

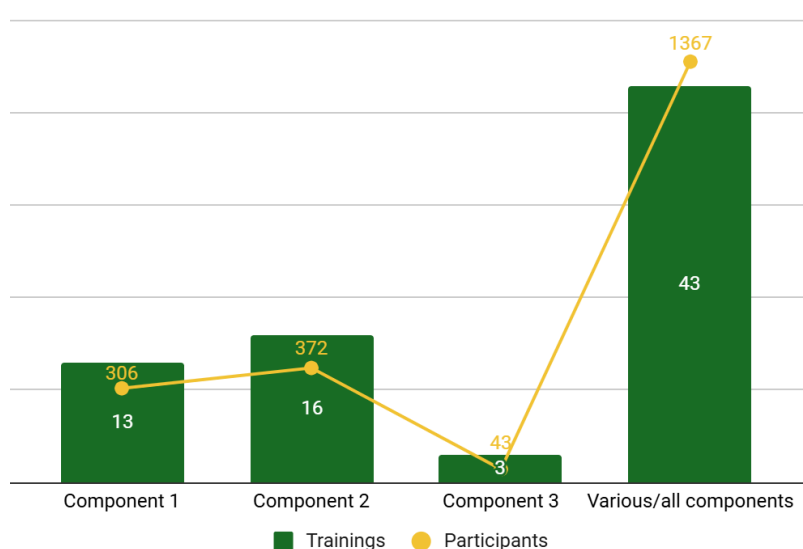


Source: own elaboration based on documentation provided by the National Climate Change Directorate

⁹ Outputs 1.1.4 and 3.1.3 do not have any deliverables, either planned or submitted.

116. Despite this positive performance, it is important to highlight certain **limitations in the monitoring and reporting of outputs**. First, the Project did not formulate specific output-level indicators to assess the completeness, quality, or relevance of deliverables. While the PIRs and HYPRs consistently documented progress, they generally lacked systematic feedback from the intended users of the outputs. The TR sought to address this gap through semi-structured interviews with key stakeholders, which provided valuable insights into the perceived utility and adoption of outputs. However, the findings should be interpreted with caution given the qualitative nature of this data. In addition, systematized information on the more than 2,000 participants in the 75 training and workshop activities is not available, nor were post-training evaluations conducted to assess knowledge retention or the applicability of the materials delivered. These represent notable limitations for assessing ownership and effectiveness of certain outputs.

Chart 2. Total trainings delivered and participants, by Project component



Source: own elaboration based on the document "Capacitaciones" provided by the National Climate Change Directorate

117. In terms of quality and utility, stakeholders consistently emphasized the high standard and practical relevance of the outputs. Interviewees across all three components of the Project highlighted the utility of the deliverables and their integration into national climate planning and reporting processes:
118. **Component 1** stakeholders noted a significant improvement in the quality of emissions data and inventory methodologies. For example, the consultant responsible for the energy sector highlighted a "*qualitative leap*" in calculations, particularly for liquid fuels, which, despite minor delays, were ultimately delivered and had a notable impact on the accuracy of the sector's reporting (Consultant, F, Focus Group #1, March 2025). Another consultant stressed that CBIT products were widely used by other experts, a clear indicator of their credibility and usefulness. Subnational stakeholders involved in the pilot testing of subnational inventory templates also emphasized the tools' usability and clarity in displaying results. However, one interviewee noted that while "*some methodologies, such*

as the consistency matrix, were requested by several cities and used in provincial reports, they were not widely adopted across jurisdictions" (PMU, F, Interview, March 2025).

119. **Component 2** consultants unanimously confirmed timely delivery of their outputs. According to one interviewee *"The data that had been previously reported was improved, and new sections that had not been included before were incorporated"* (Consultant, F, Focus Group #2, March 2025). These products continue to be used in Argentina's official reporting to the UNFCCC, reinforcing their ongoing relevance and application: *"All the work produced was applied and continues to be used in Argentina's international reporting to the Convention"* (Consultant, F, Focus Group #2, March 2025).
120. **Component 3** consultants emphasized the critical role played by the NCCD in drafting highly specific and context-relevant ToRs, which enabled the Project to generate outputs that effectively aligned with both international reporting obligations and national policy needs. One consultant highlighted that *"when you develop such a specific ToR, you need to find the right team to do the job. For example, to work on national accounts modeling, there were only two possible teams: ECLAC, which we couldn't hire, and the Faculty of Economic Sciences"* (Consultant, M, Focus Group #3, March 2025). This precise targeting, while challenging, ensured that the resulting products were fully integrated into the NCCD's operational routines. Another consultant stressed the importance of carefully reviewing the ToRs in advance with the teams involved, noting that this *"allows the Project to meet deadlines and deliver what the end-user actually needs. That prior review of the ToR, which takes time, is ultimately what enables the successful achievement of objectives"* (Consultant, F, Focus Group #3, March 2025). Both consultants agreed that this collaborative process, marked by close interaction with the NCCD, was indispensable to ensuring the relevance, timeliness, and quality of the final outputs.

Rating for this section is ' Satisfactory '.

5.4.2. Achievement of Outcomes

121. The CBIT Argentina Project defined **three expected outcomes**: (1) Argentina is able to elaborate and share consistent and accurate national and subnational GHG inventories; (2) Stakeholders within the National Climate Change Cabinet provide and exchange information for domestic tracking of mitigation actions and support received; and (3) Stakeholders within the National Climate Change Cabinet use consistent GHG emissions modeling, economy-wide scenarios, and analysis of interactions for climate policy decision-making. While these outcomes are well aligned with the Project's Theory of Change, a key limitation identified during this review is the lack of clearly operationalized indicators to measure outcome-level progress. The Project did not systematically track its outcomes using SMART indicators during implementation. As will be further discussed in section 4.7 "Monitoring and Reporting", this represents a weakness in the Project's M&E framework. In addition, as noted in section 1.3 "Study Limitations", it was not possible to interview representatives from other relevant institutions participating in the NCCC, which limited the ability of this review to fully capture their perspectives on outcome-level achievements. Nevertheless, PIR 2024 rated outcome achievement as "Highly

Satisfactory" and reported progress against four high-level indicators, one per component and one general (see point 4.4.3 Likelihood of Impact).

122. For **component 1**, the indicator "Number of GHG inventory categories -emission or removal- improved" had a target of three categories and reached six by the end of the Project. These included: i) Harvested Wood Products (estimated for the first time and incorporated into BUR4); ii) charcoal production emissions (included for the first time in BUR5); iii) fuel combustion (local emission factors were developed for natural gas and used in BUR5); iv) land representation (significant progress in mapping native forests, plantations, crops, wetlands, and settlements); v) soil emissions (a Tier 2-based improvement plan was designed and partially implemented); and vi) the metal industry category (technical improvements made to reduce double counting with the energy sector, included in BUR5). Subnational work also advanced: a consistency matrix and a calculation tool were developed to help local governments estimate their emissions, and several jurisdictional climate response plans were reviewed by the technical team.
123. Stakeholder interviews strongly validated these results. Provinces that received direct technical support (such as Misiones, La Pampa, and Jujuy) were among the first to validate their climate response plans. Interviewees emphasized that the **CBIT Project helped clarify minimum content standards** required under the National Climate Change Law, providing tailored guidance and tools that enabled provinces to meet national expectations. One consultant noted that *"for the first time, all provinces understand what their plans need to include"* (Consultant, F, Focus Group #1, March 2025). Tools such as the consistency matrix were even requested by cities and provincial authorities for use in their own reporting. However, it was noted that these tools, while useful, did not achieve widespread adoption.
124. **Component 2** made substantial contributions to **institutional coordination and the standardization of procedures for tracking climate finance and mitigation actions**. According to the 2024 PIR, the indicator for this component, "Number of governmental stakeholders (ministries and government agencies) sharing climate finance data to the NCCC in a systematized way", reached its target of three by the end of the Project: i) the National Directorate of Public Investment; ii) the former Undersecretariat of International Financial Relations for Development; and iii) the Office of the National Budget all contributed data that were used in the elaboration of the Support Received chapters in Argentina's BUR4 and BUR5. Coordination meetings held in 2021, 2023, and 2024 helped to formalize data-sharing protocols, enhance technical dialogue between institutions, and strengthen internal capacities to generate, process, and report climate finance data. This institutionalized collaboration has enabled Argentina to improve the quality and completeness of its international climate reporting and has laid a foundation for continued progress under the Enhanced Transparency Framework (ETF).
125. Stakeholders also emphasized the **methodological advances generated** under this component, including improved templates and spreadsheets for the quantification and systematization of data, which were successfully incorporated into national reports. The tools helped clarify the division of responsibilities between agencies and enabled better alignment between domestic systems and international reporting frameworks. Several

interviewees highlighted the improvements made in emissions factors for the transport sector as particularly relevant.

126. Finally, for **component 3**, the 2024 PIR reports that the indicator (“Number of sectoral emission drivers used by the NCCC for climate policy decision-making”) greatly exceeded its target, rising from a planned 2 to 13 by the end of the Project.
127. The identified emission drivers (eight from the energy sector, four from agriculture and land-use change, and one from industrial processes, waste, and product use) were integrated into national climate reporting, including Argentina’s BUR5 submitted in 2023. These drivers are not only used to track GHG emissions but also serve as a quality assurance stage, enabling the comparison between projected and inventoried emissions. This approach helps the country **assess its progress toward its Long-Term Strategy (LTS)** and facilitates compliance with the reporting obligations under the Enhanced Transparency Framework (ETF), particularly the preparation of the first Biennial Transparency Report (BTR).
128. The component also generated important **analytical and technical inputs for long-term climate planning**. A study on hydrogen production with natural gas fed into the design of Argentina’s National Hydrogen Strategy 2030, while a carbon budget study conducted with the University of Buenos Aires contributed to scenario analysis and policy dialogue. Similarly, work on institutional arrangements and MRV systems for carbon markets informed the development of the National Strategy for the Use of Carbon Markets (ENUMeC), with related workshops held in late 2023 to disseminate findings and build stakeholder capacity.
129. One of the consultants highlighted that the **modeling tools and spreadsheets developed under this component are now in active use (June, 2025)**, and that these outputs were well received by regional expert networks, including the Latin American GHG Inventory Network. The Project also supported internal capacity-building efforts, particularly in applied research, further enhancing the Ministry’s ability to develop robust, evidence-based climate policies.
130. More broadly, interviewees across all components noted that CBIT Argentina enhanced the technical quality of Argentina’s national climate reports. The fifth Biennial Update Report (BUR5) and first Biennial Transparency Report (BTR1) both reflected marked improvements directly associated with the Project’s interventions. The ability to engage academic institutions through consultancies and improve sectoral methodologies was frequently cited as a transformative element of the Project.
131. As mentioned in the IR, the Project did not explicitly identify assumptions or impact drivers. No references to these elements were found in the PIRs or Half-Yearly Progress Reports (HYPRs).

Rating for this section is ‘**Satisfactory**’.

5.4.3. Likelihood of Impact

132. The expected impact of the CBIT Argentina Project is that "**Argentina complies with the requirements of the transparency framework under the Paris Agreement on Climate Change**".
133. The Project has made substantial progress in delivering outcomes that are critical for reaching the intended intermediate states. All outcome-level indicators tracked in the 2024 PIR report show significant achievements, including the estimation or improvement of six key GHG inventory categories, the development of new tools and methodologies for emission projections, the enhancement of subnational capacities through 18 training events, and the creation of a matrix to align local and national inventory methodologies. Furthermore, MRV systems were strengthened in both the transport and energy sectors, and systematic climate finance data sharing was institutionalized with three key government entities. These results represent major advances in Argentina's ability to meet ETF requirements.
134. Importantly, the quality and relevance of Argentina's climate transparency efforts, many of which were directly supported by CBIT Argentina, were positively recognized during the **Facilitative Sharing of Views (FSV) process at SBI 58**. The Vice-Chair of the Subsidiary Body for Implementation highlighted the comprehensive nature of Argentina's presentation and the successful conclusion of its fourth ICA cycle. This international recognition provides external validation of the improvements made in the country's reporting systems.
135. Additionally, the **Technical Analysis of the Fourth Biennial Update Report (BUR4) of Argentina**, conducted by the Technical Team of Experts (TTE) of the United Nations Framework Convention on Climate Change (UNFCCC), offers further evidence supporting this assessment. The TTE concluded that Argentina's BUR4 complied with the reporting guidelines and noted improvements in the application of the 2006 IPCC Guidelines and in the use of higher-tier methodologies in key inventory categories. The analysis acknowledged Argentina's efforts to strengthen institutional arrangements, including the development of the National Climate Change Information System and the ongoing work to improve MRV systems. However, the TTE also identified areas for improvement, such as the need to strengthen documentation procedures, ensure the appropriate use of notation keys, and continue refining emission factors in certain categories. Overall, the report confirmed that Argentina is making sustained progress in building a credible and functional climate transparency system.
136. While the Project did not include a detailed articulation of assumptions and drivers in its original design or in monitoring reports, limiting the formal analysis of conditions required for long-term impact, the practical implementation suggests that the **key drivers—such as stakeholder engagement, institutional commitment, and technical capacity—are largely in place**. In particular, the close collaboration with the National Climate Change Directorate and key sectoral ministries has enabled the integration of CBIT deliverables

into national reports such as BUR5 and the forthcoming BTR1, as well as into instruments like the National Long-Term Strategy (LTS) and the National Strategy on Carbon Markets.

137. Some elements of the intermediate state, such as full institutionalization of improved MRV systems across all sectors and long-term integration of the tools into policy cycles, remain partially achieved, and ongoing political and institutional instability in the country could affect future progress. However, the Project's catalytic effect, its contribution to national and subnational capacities, and its alignment with strategic frameworks position it well to support the long-term impact of enhanced transparency and compliance with the Paris Agreement.

Rating for this section is 'Likely'.

Rating for this review criteria is 'Satisfactory'.

5.5. Financial Management

5.5.1. Adherence to UNEP's Financial Policies and Procedures

138. Financial management throughout the CBIT Argentina Project adhered to UNEP's core financial procedures and standards, with all required processes completed in accordance with established protocols. Nonetheless, the Project encountered several **context-driven challenges that complicated financial planning and execution**.
139. Argentina's complex macroeconomic environment, characterized by high inflation and rapid currency devaluation, significantly impacted Project operations. On the one hand, the favorable exchange rate allowed for an expansion in Project deliverables, exceeding initial output targets without surpassing the original budget envelope. On the other hand, inflation-induced volatility undermined the stability of financial planning, as budgets lost validity quickly, complicating contract execution and triggering administrative delays. As noted in the PIR 2024 (page 8): *"The underspending on the budget is due to the complex inflationary context that the country is going through, which means that the Project advances successfully with achieving outputs but with a lower budget expenditure"*.
140. Contracting arrangements for consultants posed particular challenges. Initially, ROLAC required fixed-rate contracts spanning twelve months, which proved unfeasible in **Argentina's inflationary context**. After sustained negotiations, a semi-annual adjustment mechanism was approved, alleviating the pressure on Project finances. The delay in contract approvals and payment disbursements nonetheless affected Project timelines and execution rhythm.
141. The COVID-19 pandemic also had a pronounced effect during the early stages of implementation. Many in-person provincial activities could not be carried out as planned, resulting in under-execution of related budget lines. In 2022, only 14% of the total Project budget had been executed; this rose to 37% in 2023 and reached 89% by Project closure in

2024. This progressive acceleration of disbursements was particularly notable in the final year, following the engagement of FUNDACEN as an implementing partner in 2024, which improved execution capacity.

142. Administrative demands were especially high. According to an interviewee “*CBIT Argentina was one of the biggest and most productive projects*” (EA, F, Interview, April 2025), requiring intensive coordination between UNEP, the NCCD, and the PMU. Stakeholders highlighted that while UNEP’s internal procedures are rigorous, their complexity and pace were not always compatible with the dynamic requirements of the Argentine context.
143. Lastly, procurement for the external audit posed a challenge. The budget allocated by UNEP was reportedly insufficient, and only one small firm submitted a viable proposal within the available financial limits.
144. Despite these challenges, financial management was conducted with diligence, transparency, and procedural integrity, ensuring compliance with UNEP financial rules and supporting the successful delivery of Project outputs under difficult operating conditions.

Rating for this section is '**Satisfactory**'.

5.5.2. Completeness of Financial Information

145. At the time of this terminal review, the Project closure file includes a comprehensive set of financial documentation. Key documents available for review include the Project Implementation Reviews (PIR), the Half-Yearly Progress Report (HYPR), and all six-monthly expenditure reports. A detailed Project revision sheet is also on file, along with the relevant cash advance disbursement documents.
146. The availability of these documents demonstrates a **strong level of financial record-keeping and supports transparency and accountability** in Project implementation. While some supplementary documentation (e.g., evidence of in-kind contributions or detailed audit reports) was not reviewed at this stage, the overall completeness of the financial information submitted is satisfactory and meets UNEP’s financial reporting requirements.

Rating for this section is '**Satisfactory**'.

5.5.3. Communication Between Finance and Project Management Staff

147. Interviews with Project stakeholders indicate that communication between the implementing agency, executing agency, and the PMU was consistently strong and effective throughout the Project cycle. Respondents described the interaction as “fluid,” highlighting the regularity and usefulness of weekly coordination meetings.
148. These meetings not only facilitated timely financial and operational decision-making but also helped maintain focus and motivation across the teams. According to interviewees, the high frequency of exchanges between financial and technical staff

allowed for early identification of challenges and proactive resolution of issues, contributing positively to the overall performance of the Project.

Rating for this section is 'Highly Satisfactory'.

Rating for this review criteria is 'Highly Satisfactory'.

5.6. Efficiency

149. The **Project's efficiency** - analyzed in terms of maximizing results from the given resources, cost-effectiveness, and timeliness - **was challenged by several risks**. In response to these challenges, the Project implementing and executing agencies implemented various mitigation measures.
150. The Project began in September 2019, with an original technical completion date set for August 2023. However, **a one-year no-cost extension was requested until July 2024**, justified primarily by two factors: the COVID-19 pandemic and lengthy, complex administrative processes. According to the 2021 Project review: *"A revision in the timing of the Project's work plan was proposed to reflect delays generated by two reasons: COVID-19 Pandemic [...] and Long and complex administrative processes"* (page 1). These challenges were further compounded by Argentina's complex macroeconomic context and several government and institutional transitions.
151. The **COVID-19 pandemic** - with lockdowns and travel restrictions - **caused significant delays in the execution of Project activities and budget implementation**, as well as slower responses from partners. Planned fieldwork and face to face training were suspended or adapted, which meant that much of the timeline and budget allocated for provincial visits could not be executed or had to be reassigned, causing persistent delays throughout most of the Project. The pandemic made it necessary to adapt working conditions and plans:
- From working in the office to working from home;
 - Travels were suspended and budgets rescheduled for 2022 and 2023;
 - In-person workshops and trainings were conducted virtually or postponed to 2022 and 2023;
 - Field-based studies were put on hold and resumed in 2022.
152. **Argentina's macroeconomic context**, especially inflation, **created financial management difficulties**, as budgets and fees quickly became outdated. This was particularly problematic for consultant hiring, as ROLAC required fees to remain fixed throughout the one-year contract term, untenable in a high-inflation environment. Procurement was also affected: ROLAC required vendor quotes to be submitted two months in advance, while local providers could only guarantee prices for one month. By the time quotes were approved, they were often invalid. Additionally, UNEP's policy of paying in local currency (rather than U.S. dollars) meant that consultants in Argentina had to

absorb UN's exchange rates, which caused dissatisfaction, especially given delays in international transfers.

153. In response to this challenge, the main mitigation measure adopted was to shorten consultant contracts to six months instead of one year, allowing for fee adjustments upon renewal. UNEP/ROLAC acknowledged that this required considerable effort on their part. On the upside, due to the devaluation of the Argentine peso, there was greater availability of local currency, which allowed the Project to finance more studies and products without requiring additional funds. According to UNEP/ROLAC, **CBIT Argentina was one of the most cost-effective CBIT projects in the region**, though challenging to manage (EA, F, Interview, April 2025).
154. Another major challenge was the **administrative processes of UNEP/ROLAC**. The complexity and length of procurement procedures, combined with slow administrative responses and a high number of transactions (especially due to short-term contracts), caused delays in implementation. Contracting, partnership agreements, and purchases all experienced bottlenecks, making it difficult to execute activities as planned. With pandemic-related travel restrictions and low consultant fees, the full disbursement of Project funds was further delayed.
155. Government actors noted that ROLAC was overwhelmed by the volume of CBIT projects, placing a heavy administrative burden on the national team. This was particularly true for the Project Coordinators, one of whom remarked: *"Between 60% and 70% of my time was spent on administrative tasks, which reduced my ability to focus on strategic matters"* (PMU, F, Interview, March 2025). UNEP/ROLAC staff stated that communication with the Project team was positive, but acknowledged the challenges in conveying the time required for administrative processes. They also recognized that some activities took longer than expected, and that this was the most administratively complex CBIT project under their responsibility (EA, F, Interview, April 2025).
156. In response to these challenges, a series of remedial measures were adopted, particularly towards the end of implementation:
- Biweekly meetings were held between the government and UNEP's regional office to monitor implementation and update procurement processes. Administrative tasks were revised and adjusted to improve standardization and efficiency.
 - The procurement plan was updated in the second half of 2023.
 - A new executing agency, FUNDACEN, was formally engaged from January to July 2024 to replace ROLAC and address its shortcomings, particularly during a time of political transition. FUNDACEN was specifically tasked with accelerating the execution of pending funds by facilitating contracts for consultants, small suppliers, and larger institutional agreements (e.g., UBATEC, INTI, private companies).
 - At the end, weekly meetings were held between FUNDACEN, UNEP, and government counterparts to closely track and execute pending commitments. These meetings helped maintain focus, motivation, and alignment.

157. As the Project neared closure, administrative and procurement processes were expedited, and the volume of transactions decreased. Nonetheless, one government consultant summarized the experience by stating: *"There were major problems throughout the entire payment process and implementation circuit, beyond the delays caused by back-and-forths with Panama and Nairobi. Very complex. The Project did not align with the country's economic conditions. These issues were eventually corrected, but too late [...] the technical-administrative circuit was highly inefficient"* (Consultant, M, Focus Group #3, March 2025).
158. Another challenge was that **the Project spanned three different government administrations**. Although political transitions did not halt implementation, they brought changes in institutional structures, priorities, and leadership that affected fluency. These shifts led to the replacement of most government authorities and disrupted normal activities of the NCCC. For example, the Ministry of Environment was downgraded to an undersecretariat during the new administration, and stakeholders also noted that the visibility of the climate change agenda declined in the final phase of implementation.
159. Another risk identified early on was the **lack of stability among technical staff** at the Ministry. The team was recognized for its technical excellence, but it faced several challenges: it was understaffed, underpaid, and working in increasingly complex and demanding contexts. One interviewee noted that international reporting requirements are becoming more restrictive and detailed, demanding precise methodologies and greater technical depth. As a result, drafting ToR required major efforts and time from the Project's increasingly specialized management team, with strong oversight of work teams and highly specific ToR. Delays were attributed to: a) the complexity of deliverables; b) extended review and feedback processes; c) bottlenecks in the approval of multiple deliverables at once; and d) payment delays.
160. To mitigate these challenges, the following measures were taken:
- Development of tools and resources designed to minimize knowledge transfer costs between successive technical teams. This included the systematization of spreadsheets, pre-existing documents, guides, and explanatory videos documenting the processes and products developed.
 - An expert in Information Systems and Database Management was hired and his work played a key role in preventing data loss.
 - ToRs for consultants and technical staff were designed to be detailed and specific, reducing ambiguity and minimizing errors in scope. Although this caused some delays during the review phase, consultants reported that once approved, deadlines were met effectively and the outputs were of high quality and useful for their intended purpose.
161. Despite the multiple challenges faced during implementation - such as the COVID-19 pandemic, complex administrative procedures, high inflation, and institutional transitions - the CBIT Argentina Project was able to maintain its efficiency through timely adjustments to its work plan and the adoption of targeted mitigation measures. In this highly challenging

context, these efforts enabled the Project to meet its planned deliverables, maintain the technical quality of its outputs, and avoid critical impacts on its results.

162. Although budget execution was slower than initially expected - with 89% disbursed by July 2024 - this did not negatively affect the achievement of objectives. On the contrary, the economic context allowed for more efficient use of resources, resulting in a certain level of cost-effectiveness: more studies were conducted than originally planned, and key technical achievements were expanded, such as the increased number of categories strengthened in the National GHG Inventory.

Rating for this review criteria is 'Moderately Satisfactory'.

5.7. Monitoring and Reporting

5.7.1. Monitoring Design and Budgeting

163. At design, the Project included a **Monitoring and Evaluation (M&E) Plan** with its corresponding Work Plan and Budget. It outlined in detail all the planned **M&E activities**, providing for each a description, responsible parties, timelines for implementation, and an estimated budget.
164. The **M&E activities** included in the plan were: Inception Workshop (IW) and Report; Half-yearly Progress Reports; Half-yearly Expenditure Reports; Technical and Thematic Reports; Communication of Lessons Learned; PIR Reports; Co-financing Report; Final Report; and Terminal Evaluation.
165. The **total estimated budget for M&E** activities was set at **USD 47,000** (USD 43,000 from GEF and USD 4,000 as co-financing), allocated mainly to the IW and Report, and the Terminal Evaluation.
166. According to the design document, the most relevant M&E activities were the **PIRs** and the **Terminal Evaluation (TE)**:
- The purpose of the annual **PIRs** was to assess Project performance, analyze whether the Project was on track, identify problems and challenges, and determine what corrective actions were needed for the Project to achieve its intended outcomes in the most efficient and sustainable way.
 - The **TE (this Terminal Review)**, scheduled for the Project's completion stage, was defined as an independent assessment of project performance (in terms of relevance, effectiveness, and efficiency), and the likelihood of achieving long-term impact and sustainability. The TE had two objectives: 1) to provide evidence of results to meet accountability requirements, and 2) to promote learning, feedback, and knowledge sharing based on results and lessons learned.
167. In terms of indicators in the logical framework at design stage, the Project included only **four outcome-level indicators**, aligned with the overall Project goals. Each indicator included a baseline, end-of-project target, source of verification, and associated risks and

assumptions. However, there were weaknesses related to both the limited number and quality of these indicators. The four outcome indicators were broad and **did not fully meet the SMART criteria**. In addition, while targets were set for the end of the Project, there were no intermediate targets or milestones to monitor progress over time.

168. Moreover, the Project document **did not explicitly define output-level indicators**. While these could have been developed based on the outputs and activities outlined in the logical framework, the Project design did not include them explicitly.

169. Finally, the design document highlighted the importance of integrating **gender considerations**. It committed to: (a) developing gender-related outputs; (b) promoting the active participation of women; (c) collecting sex-disaggregated data; and (d) ensuring the inclusion of women at all stages of Project implementation. Specifically, it referred to the indicator **"Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment"** targeting an equal distribution of beneficiaries: **50% women and 50% men**.

170. It was also noted that there was very limited national information on the intersection between climate change and gender. Therefore, within the framework of the Project, it was decided to conduct **a study on the impacts of mitigation instruments on gender equity**.

171. The Project design did not include specific references to other minority groups.

Rating for this section is ' Moderately Satisfactory '.
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5.7.2. Monitoring of Project Implementation

172. The **monitoring system** was operational from the start of the Project (2019) and facilitated consistent tracking of results and progress towards the objectives throughout the entire implementation period (2019–2024). Monitoring data were collected accurately, thoroughly, and appropriately.

173. For the **outcome indicators** defined during the Project design phase, regular tracking was conducted, including the corresponding baseline, mid-term targets/milestones, end-of-project targets, progress (in number, percentage, or binary entry), and performance rating.

174. For **outputs** - where no specific indicators were developed during the design stage - periodic monitoring was also carried out. For each output, the monitoring included the expected completion date, implementation status (expressed as a percentage), progress rating, and comments in case of variance (e.g., delivery issues). A similar approach was applied to the **activities** planned to achieve the intended outputs.

175. Monitoring also included the systematization and reporting of progress towards outputs and activities related to **equity**, such as the study on the intersection between climate change and gender. However, **sex-disaggregated data were only partially available**.

176. In addition, the monitoring plan incorporated **detailed tracking of progress on the Budget**. This included, among others: expenditures and unliquidated obligations linked to

specific outputs, activities, and deliverables; cash advance statements; sub-allotment requests; co-financing contributions; and justifications for budget reallocations. As planned, the budget for M&E activities was primarily allocated to the Inception Workshop, held on 26 November 2019, and to this Terminal Review.

177. Finally, **risk management** was also a key focus of the monitoring system. Robust information was gathered on the evolution of both the risks identified during Project design and those that emerged unexpectedly during implementation. For each identified risk, the monitoring recorded the risk statement; affected outcomes and outputs; actions taken (by whom and when), and the results of those actions.

178. In sum, the monitoring system implemented throughout the Project **enabled adjustments and improvements in execution**, contributing to the achievement of planned results.

Rating for this section is '**Satisfactory**'.

5.7.3. Project Reporting

179. The PMU submitted several **periodic reports** detailing **progress made in relation to planned milestones and expected results**, in compliance with UNEP and GEF reporting requirements.

180. Among the **reports submitted** and made available for this Terminal Review are the following:

Table 7. Summary of Project Reports Submitted

Name of Report	Reporting years	Content
Expenditure Report	2019, 2020 s1, 2020 s2, 2021 s1, 2021 s2, 2022 s1, 2022 s2	Expenditures and unliquidated obligations with its related outputs, activities and deliverables.
Cash Advance	2020, 2021	Cash advance statement and Sub-allotment request.
Co-Finance Report	2024	Reporting and description of co-finance contributions.
Project Revision Sheet	2020, 2021, 2022, 2023	Revised Budget and Work Plan. GEF Funds and co-finance budget, expenditures, related activities and deliverables, justification for movement of budget.
Half Yearly Progress Report	2020, 2021, 2022, 2023	Project implementation progress and risk management. Monitoring of output delivery and outcome-level indicators. ¹⁰

¹⁰ For each outcome indicator includes: baseline, mid-term target, end-of-project target, summary of progress. For each output: expected completion date, implementation status expressed in %, comments if variance. For each risk: statement, actions taken, by whom, when, and result.

Name of Report	Reporting years	Content
Project Implementation Review (PIR)	2021, 2022, 2023, 2024	Overview of Project Status. Monitoring of output delivery, outcome-level and gender indicators, risk management. ¹¹ History of Project revisions and extensions. Project progress in: co-finance, gender, stakeholder engagement, environmental and social safeguards, KM/Learning.
Project Steering Committee's presentations	2019, 2021, 2022, 2023, 2024	Project implementation progress

Source: own elaboration

181. All reports are available in **digital format** and are comprehensive and of sufficient quality to track the Project progress, both in terms of the Work Plan and Budget.
182. Additionally, the most important Project reports and documents were published on the [GEF Portal](#) and [UNEP Open Data](#).
183. Finally, **this document (TR Final Report)** corresponds to the **Terminal Evaluation** foreseen in the M&E Plan and was preceded by the development of an **IR**, which provided a thorough assessment of the quality of the Project design.

Rating for this section is '**Highly Satisfactory**'.

Rating for this review criteria is 'Satisfactory'.

5.8. Sustainability

5.8.1. Socio-political Sustainability

184. The **socio-political sustainability** of the CBIT Project is deeply conditioned by the national political context. The main risk identified by interviewed stakeholders is **Argentina's potential withdrawal from the Paris Agreement**, publicly announced by the current president, Javier Milei: Although he hasn't directly said that withdrawing from the Paris Agreement will cut off financing, his explicit denial of the climate agenda signals the risk: "I do not agree with the environmentalist agenda ... I consider it a complete fraud" – Javier Milei, to Le Point, when discussing his intent to reconsider Argentina's adherence to the Paris Agreement¹². This political shift not only calls into question the country's **commitment to the climate agenda** but also directly **threatens the continuity of**

¹¹ For each outcome indicator includes: baseline, mid-term target/milestones, end-of-project target, progress (in n°, %, or binary entry), summary of progress and rating. For each output: expected completion date, implementation status expressed in %, progress rating and comments if variance. For each risk: statement, outcomes and outputs affected, actions undertaken, by whom, when, and result.

¹² https://www.ft.com/content/4957bc54-5b7b-496d-8c98-ba42ff508e85?utm_source.com

international financing, participation in multilateral mechanisms, and the ongoing implementation of technical tools developed by the Project.

185. Despite this, **technical continuity has been maintained to date**, as evidenced by the submission of the BTR1 report and the renewal of the NCCC, as well as the ongoing use of CBIT tools. Interviewees emphasized that, even with changes in government, the technical tools developed retain their value due to their methodological robustness and structural relevance for decision-making. As a consultant emphasized *"We have ongoing reporting obligations. As long as Argentina remains in the Paris Agreement, the Project tools will continue to be used"* (Consultant, M, Focus Group #3, March 2025). Some products - such as studies on hydrogen or projection models - remain "dormant", waiting to be reactivated in response to strategic economic interests.
186. In this volatile political context, however, **CBIT succeeded in generating meaningful coordination and commitments**. At the national level, various **sectoral ministries and secretariats** - including transport, energy, agriculture, mining, budgeting, and public works - were actively engaged, helping to improve data quality and meet international reporting requirements. On the technical side, the Secretariat of Climate Change and Sustainable Development capacities were strengthened, and a shared methodological language was promoted among governmental agencies. As previously mentioned, the Project successfully aligned international agendas with national sectoral priorities, such as contributing technical inputs to the National Sustainable Transport Plan and vehicle labeling systems.
187. **Coordination with provincial governments was also significant**. In a highly unequal federal context, CBIT supported the development of **provincial climate plans** through sustained technical assistance and training. Fourteen provinces drafted plans, and three - Misiones, La Pampa, and Jujuy - formally validated theirs. Provinces like Misiones, which advanced in mitigation efforts through renewable energy projects and carbon credit initiatives, demonstrate local commitment, although the continuity of these actions largely depends on political and financial backing.
188. One key strength lies in the existence of **environmental legal frameworks at the provincial level**, which provide a solid legal foundation for the actions undertaken. CBIT also supported the **appropriation of the minimum content requirements** established by the **National Climate Change Law**, enabling the development of common criteria while respecting local specificities. Nonetheless, important limitations remain locally: weak monitoring systems for climate plans, uneven institutional capacity, low-quality subnational data, and strong reliance on external funding. The sustainability of Project results will depend on the continuity of technical teams, provincial engagement, and Argentina's ongoing participation in international climate governance frameworks.
189. In conclusion, the **sociopolitical sustainability of CBIT faces a moderate to high structural risk**. While key actors have taken ownership of the Project and its outputs remain useful, the current political context and the threat of withdrawal from the Paris Agreement threaten the Project's long-term viability. Future sustainability will require not only the preservation of technical capacities but also a minimum level of political and institutional

support to uphold the progress made. A consultant noted that *“The continuity will depend on how much momentum these topics have at the national level. If teams and budgets are dismantled, sustainability is weakened. But technically, the tools will continue to be used because they help systematize and compare information”* (Consultant, M, Focus Group #2, March 2025)

Rating for this section is '**Moderately Unlikely**'.

5.8.2. Financial Sustainability

190. The **financial sustainability** of the CBIT Argentina Project presents certain challenges, both in relation to the **national climate agenda** and the **continued implementation of specific outputs**. However, the majority of the outputs and outcomes generated by the Project remain relevant, technically robust, and are still being used by institutional actors. In the short and medium term, many of these tools - such as reporting templates and tracking methodologies - do not require immediate financial input to retain their operational value, particularly as long as Argentina continues to meet its international reporting commitments under the Paris Agreement.
191. Throughout its implementation, **the CBIT Project benefited from crucial international funding** that enabled the development of applied tools, the production of groundbreaking technical studies in Argentina (e.g., on low-emission hydrogen in natural gas networks), and the strengthening of technical capacities at both national and subnational levels. These outputs were fundamental in fulfilling international transparency commitments, such as the BURs and BTR1, and continue to support the elaboration of those reports.
192. However, some financial risks remain, especially regarding the continued application and operationalization of these outputs at the national and provincial levels. **Provinces**, for example, **rely heavily on national or international cooperation funding to sustain their climate response plans**. Many measures outlined in these plans require sustained investment, which is difficult to mobilize without national support. Following the change in government, centralized financial support declined, leading some provinces to continue actions with external consultancy support or to pause them while seeking new funding sources.
193. At the national level, technical teams within the SCCSD have retained institutional capacity, and as of late 2024, technical continuity remains in place. However, **uncertainty around Argentina's commitment to the PA** seriously **constrains access to international financing**, including climate funds and multilateral loans. Some stakeholders noted that this could impact future opportunities, but at present, the tools and methodologies developed by CBIT remain in use and relevant for decision-making. As one civil society representative highlighted: *“We were able to build on the experience of energy audits done*

under CBIT. Now we're implementing a new project with equipment replacement in five neighborhoods, leveraging those lessons" (Consultant, M, Focus Group #2, March 2025).

194. In this context, the **potential for a follow-up initiative (CBIT 2)** is seen as an opportunity to deepen and expand upon existing achievements, particularly in areas such as tracking systems, cost-benefit analysis, and public engagement. While a second phase has not yet been confirmed, the technical groundwork laid by CBIT Argentina offers a strong foundation for further development when financial conditions allow.
195. In sum, while the continuation and scaling of Project results remain dependent on access to external financing and political support, many of the outputs generated by CBIT Argentina are still in use and retain their relevance. Their methodological robustness and alignment with international reporting requirements contribute to their sustained utility in the medium term, even in the absence of new investments.

Rating for this section is ' Moderately Likely '.
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5.8.3. Sustainability of the Institutional Framework

196. The sustainability of CBIT's results is closely tied to the strength of Argentina's institutional framework for climate change and the governance processes developed in recent years. In this regard, the Project helped reinforce an institutional architecture that - while still facing structural limitations- has shown notable progress in intersectoral coordination, regulatory development, and the enhancement of technical capacities.
197. One of CBIT's major contributions was the **consolidation of technical capacities within the SCCSD**, where highly skilled teams were established in areas such as emissions estimation, reporting methodologies, and simulation tools. These teams developed robust products that have been used in international reports and remain relevant even under changing political circumstances. The Project also produced standardized documentation, templates, manuals, and explanatory videos aimed at **reducing dependence on specific individuals and facilitating knowledge transfer**. According to a government actor: *"Although the recent change in government has generated uncertainty, the products and methodologies developed are documented and available for consultation. The capacities remain in the country"* (PMU, F, Interview, March 2025). This perspective was reinforced by another statement: *"Many Project milestones will endure, especially in climate reporting"* (PMU, F, Interview, February 2025).
198. In addition, the Project operated within a consolidated **regulatory framework**, particularly following the enactment of the **National Climate Change Law (Law No. 27.520)**, which sets guidelines and minimum requirements for the development of provincial response plans and recognizes the need for a coordinated national strategy. Within this framework, the **NCCC** functioned as a key governance space, bringing together national ministries, provinces, the private sector, and civil society organizations. The

institutionalization of the NCCC and its continuity beyond government transitions contributes positively to system stability.

199. At the subnational level, CBIT supported **institutional strengthening in many provinces**, helping them draft climate plans and adopt the required contents under the National Climate Change Law. Although institutional capacities vary, many provinces now have dedicated climate change units, and some - such as Misiones, La Pampa, and Jujuy - have validated plans. These institutional frameworks, supported by local laws and regulations, provide a legal and organizational foundation for sustaining climate action over time.
200. Nonetheless, institutional sustainability faces persistent challenges. **High turnover among technical teams**, both nationally and provincially, hinders the consolidation of learning and requires ongoing investment in training and interagency coordination. Additionally, the **lack of systematized subnational data and the poor quality of many existing records** weaken monitoring and reporting capacities. The reliance on individuals and the lack of formal mechanisms to retain institutional memory further threaten the continuity of achievements.
201. In summary, Argentina's **institutional framework for climate change features strong legal foundations and governance structures that allow for some degree of sustainability**, especially where technical and legal consolidation has advanced. However, the effective sustainability of CBIT's results will depend on the State's ability to institutionalize learning, preserve operational structures, and promote knowledge management mechanisms that ensure the durability of the work undertaken.

Rating for this section is '**Moderately Likely**'.

202. In sum, the sustainability of the CBIT Argentina Project presents a complex and uneven scenario, shaped by political, financial, and institutional dynamics that interact and, at times, reinforce each other. While the Project laid a strong technical and institutional foundation, its sustainability -especially under current political and financial conditions- remains uncertain.

Rating for this review criteria is '**Moderately Unlikely**'.

5.9. Factors Affecting Performance and Cross-cutting Issues

5.9.1. Preparation and Readiness

203. Regarding preparation, the Project Document presents a **clear and coherent analysis** of Argentina's climate challenges and the gaps in implementing the PA's Enhanced Transparency Framework. It establishes a logical connection between these gaps and the expected contributions of the CBIT Project.
204. It also identifies four main **stakeholder groups**: (a) government agencies, including both environmental and cross-cutting institutions; (b) private sector entities, such as

companies and industry chambers; (c) academic institutions; and (d) civil society organizations. For each group, the document outlines their roles, responsibilities, and potential involvement in Project activities.

205. While the document provides examples of **stakeholder participation planned for the implementation phase, it does not offer evidence of stakeholder engagement during the design stage**. In particular, no participatory processes involving non-governmental actors are mentioned.
206. The Project Document also acknowledges the **socioeconomic impacts of climate change** and stresses the importance of integrating gender considerations.
207. With respect to readiness, the Project implementation officially began in September 2019. In October of the same year, **the first meeting of the CBIT Project Steering Committee** was held. During this meeting, the Project background and context, identified challenges, the Work Plan, and the budget broken down by component were presented. Key activities to be carried out in coordination with stakeholders and provinces were also discussed. Representatives and technical teams from the following government areas involved in the Project and its activities participated: Environment and Sustainable Development; Agriculture, Livestock and Fisheries; Production and Labor; Energy; Transport; and UNEP. The objective of the meeting was to present and validate the proposed modifications to the CBIT Argentina Project, particularly regarding the joint work plan and the budget for the first year. The changes between the approved and the revised budget were explained, along with their main causes, including exchange rate fluctuations, extended consultancy timelines, and the breakdown of private consultancy services into individual contracts.
208. Additionally, in December 2019, the **first expenditure report** corresponding to the second half of the year was submitted.
209. The Project demonstrated an **adequate level of preparation and readiness**. Key planning milestones were achieved promptly following Project approval, including the establishment of the Steering Committee and the validation of the work plan and budget.
210. The participation of key national institutions during the inception phase demonstrated strong political and institutional commitment. The timely submission of the first expenditure report also suggests that financial management systems were adequately established from the outset.
211. However, while the Project Document provided a solid overview of the stakeholder landscape, it did not reflect a participatory design process. In particular, it lacked evidence of early engagement with non-governmental actors such as academia, the private sector, and civil society organizations.
212. In summary, the Project's mobilization phase was marked by timely planning and strong institutional coordination. Nonetheless, greater inclusiveness in the design process

could have further strengthened ownership and responsiveness to diverse stakeholder needs.

Rating for this section is '**Satisfactory**'.

5.9.2. Quality of Project Management and Supervision

Supervision and technical support by UNEP (Implementing Agency)

213. **UNEP's supervision and technical support** - provided through the GEF Climate Mitigation Unit and ROLAC - fulfilled its fiduciary responsibilities as the Project's implementing agency. However, during implementation, several operational and administrative challenges limited the overall effectiveness of its role.
214. On the positive side:
- UNEP conducted supervision missions and technical follow-up.
 - It maintained regular bilateral meetings and participation in Project steering structures.
 - In the final stages of the Project, it took corrective action, including the involvement of FUNDACEN to streamline contracting and procurement processes.
215. Nonetheless, for much of the implementation period, stakeholders reported significant bottlenecks stemming from ROLAC's administrative processes. These were described as overly complex, slow, and not well adapted to Argentina's high-inflation context. Specific issues included:
- Contracting requirements that were incompatible with local economic dynamics.
 - Frequent delays in international fund transfers.
 - A high administrative burden on the national team, particularly on Project coordination staff.
216. Although some of these issues were addressed towards the end of the Project, several interviewees noted that administrative delays and the lack of flexibility negatively affected operational efficiency and diverted the national team's focus away from strategic management tasks.
217. Project supervision and management by the Implementing Agency is rated as 'Moderately Satisfactory'.

Project management by the Executing Agency (Secretariat of Climate Change and Sustainable Development and national partners)

218. The **executing agency**, led by the **SCCSD** through the NCCD, played a central role in the Project's technical and strategic leadership, with performance widely recognized and appreciated by stakeholders.
219. Key strengths included:
- The ability of the national team to provide consistent technical leadership and ensure the quality of deliverables.
 - The development of highly tailored ToR, which helped attract qualified consultants and produce outputs aligned with national and international reporting needs.
 - Active coordination across sectors and with subnational governments.
 - The Steering Committee was convened annually (less frequently than initially planned: twice annually) and contributed to maintaining formal oversight and validating progress.
 - Evidence of adaptive management in response to political and institutional shifts, such as the systematic documentation of tools and knowledge to support continuity during team transitions.
220. Despite limitations in staffing, budget, and institutional continuity, the team maintained strategic direction and delivered over 85% of the planned outputs, with strong technical quality and institutional ownership.
221. The main limitation was the operational burden caused by administrative requirements, which significantly consumed coordination capacity.
222. Project supervision and management by the EA is rated as 'Satisfactory'.

Rating for this section is ' Satisfactory '.

5.9.3. Stakeholders' Participation and Cooperation

223. **Stakeholder's participation and cooperation** were among the CBIT Project's **key strengths**, particularly in terms of institutional diversity and the quality of exchanges throughout implementation. The Project's engagement strategy was broad and multilevel, involving national and subnational government actors, technical institutions, academia, civil society, and international partners.
224. Throughout the Project's lifecycle, **active communication and strategic collaboration** were promoted to align technical outputs with sectoral priorities and encourage stakeholder ownership. This was achieved through a range of activities: workshops, virtual

and asynchronous training sessions, co-creation spaces for tools, technical meetings by topic or sector, and preliminary consultations for specific studies.

225. At the **national level, strong involvement** was reported from:

- Ministries and Secretariats: Agriculture, Energy, Transport, Production, Public Works, Environment (including the National Directorates of Forests and of Water and Aquatic Ecosystems), Economy, Science and Technology, and the Budget Office.
- Technical institutes: INTA, INTI, and the National Geographic Institute.
- Sectoral experts: Specialists in GHG inventories, gender, climate finance, land use, soils, and forestry, who co-developed tools with their respective technical counterparts.
- Academic institutions and Civil Society: University of Buenos Aires (Law and Economics), National University of La Plata, Rosario National Technological University (UTN in Spanish), and *Fundación ProVivienda Social*.

226. However, **private sector stakeholders** - including companies and industrial chambers - **were not actively involved**, despite having been identified in the project's stakeholder map during the design phase. Their absence represents a missed opportunity to broaden the scope of ownership and align outputs with potential end-users from the productive sectors.

227. At the **subnational level**, the Project worked with provincial focal points through **COFEMA** and directly supported provinces to develop their **climate response plans**. A tailored approach was adopted based on each province's context and needs. While this subnational engagement became a central part of implementation, the design phase did not explicitly include provinces as key stakeholders.

228. In terms of governance, the **NCCC** and the **Project Steering Committees** played an important role in **coordination and alignment**. Although these bodies were affected by political changes, they remained operational for most of the implementation period and showed interest in the Project's outputs.

229. Finally, for this TR only one representative - from the province of Misiones - was available for consultation, out of 24 provinces. In addition, no interviews could be conducted with sectoral representatives from the national government, limiting the evaluation's ability to assess their level of ownership.

Rating for this section is '**Moderately Satisfactory**'.

5.9.4. Responsiveness to Human Rights and Gender Equity

230. The CBIT Argentina Project included a clear **commitment to gender equality** from the design phase, as reflected in its alignment with SDG 5 and its objective of ensuring women's full participation and leadership in climate governance. Although no formal gender action plan was developed, the Project Document outlined gender equity goals -

such as 50/50 participation in Project activities, sex-disaggregated data and gender-related outputs.

231. During implementation, the Project implemented a broad range of **gender-responsive activities**, with varying levels of execution.

232. A **gender expert** was engaged and supported the Project throughout its lifecycle. Her contributions included:

- **Conducting 15 training sessions on gender and climate change**, reaching 559 participants, including technical staff from national and subnational governments.
- **Analyzing two mitigation measures** (in the AFOLU and Energy sectors) to estimate their GHG emission reduction potential and recommend actions to reduce gender gaps.
- **Developing tools and guidance** for integrating gender into climate finance tracking, reflected in Chapter 4 of BUR4 and BUR5.
- Providing **recommendations for mainstreaming gender into mitigation and adaptation measures** in the AFOLU and Energy sectors, aligned with the National Climate Change Plan.
- Supporting the **integration of gender equity into measures under the National Climate Change Cabinet**.
- Producing several technical documents and guidelines, including:
 - A **gender impact study** proposing methodological tools to design gender-responsive climate policies (Deliverable 2.1.6.1).
 - A **synthesis report** on gender mainstreaming in the Long-Term Strategy (LTS) and the National Climate Change Plan, aligned with recommendations from the NCCC Gender Working Group (Deliverable 2.1.6.2).
 - A **technical analysis** of mitigation measures and the feasibility of disaggregating GHG reduction potential, with gender-transformative recommendations (Deliverable 2.1.6.3).
- Recommendations for **mainstreaming gender in Project activities**.

233. These efforts contributed to institutional learning, informed key planning instruments, and strengthened Argentina's national climate governance from a gender perspective. However, **certain limitations remain**:

- The gender-related training sessions and other Project activities lacked comprehensive monitoring of participant demographics. While the PIR 2024 reports a total of 1,595 beneficiaries, sex-disaggregated data were only partially available. Based on existing records, 464 participants were identified as women and 385 as men, but complete disaggregation was not possible for all activities.
- There is limited evidence of consistent application of a human rights-based approach beyond gender.
- The rights of Indigenous Peoples or other disadvantaged groups were not explicitly addressed in any component of the Project.

- While the gender focus was strong within technical outputs and policy instruments, gender equity was not fully mainstreamed across all Project components in an integrated manner.

234. The Project demonstrated a meaningful and technically sound approach to gender equity, particularly through expert guidance, institutional engagement, and the development of sector-specific tools. However, the absence of a formal gender action plan, limited outreach to other vulnerable groups, and the lack of broader human rights integration suggest that the Project fell short of a fully mainstreamed, rights-based approach.

Rating for this section is '**Moderately Satisfactory**'.

5.9.5. Environmental and Social Safeguards

235. The CBIT Argentina Project was classified as **low-risk in terms of environmental and social safeguards**, as its activities were primarily desk-based and did not involve infrastructure, fieldwork, or direct interaction with natural resources or communities. Consequently, no specific safeguard plans were required, and no new risks emerged during implementation. According to all PIRs, there were no complaints or actual or potential negative impacts on people or the environment throughout the life of the Project.

236. While no formal safeguard management plan was necessary, **UNEP requirements for low-risk projects were met**. Potential risks were reviewed regularly, no safeguard breaches were reported, and no mitigation or offsetting measures were required. The Project maintained its initial risk classification throughout implementation, with no incidents or adverse events recorded.

237. Operationally, the Project also took steps to minimize its environmental footprint. Given the pandemic context, training sessions and workshops were primarily delivered in virtual or hybrid formats, reducing the need for travel and associated emissions. Additionally, the Project promoted the use of digital platforms for disseminating technical products and communication materials, further contributing to environmental impact reduction.

238. Based on these factors, the Project is considered to have effectively managed environmental and social safeguard aspects in line with UNEP standards for low-risk interventions. No significant omissions were identified, and good practices were adopted to minimize indirect environmental impacts.

Rating for this section is '**Satisfactory**'.

5.9.6. Country Ownership and Driven-ness

239. The Project demonstrated a **significant degree of national ownership**, particularly at the **technical and institutional levels**. From the implementation phase, the Project was led

by the SCCSD with technical support from UNEP's ROLAC. This arrangement reinforced national leadership and enabled the technical team to take ownership of the tools and methodologies developed, strengthening key capacities for meeting the ETF under the PA.

240. As described before, one of the Project's main achievements in terms of ownership was the **sustained coordination with multiple national ministries and agencies**, including Agriculture, Energy, Transport, Production, Public Works, Economy, and Finance. These institutions not only participated in specific Project activities (such as workshops, methodological work, and reporting) but also contributed inputs to national initiatives (e.g. Sustainable Transport Plan). Their involvement points to a progressive uptake of Project outputs beyond the Ministry of Environment.
241. At the subnational level, the Project also adopted a flexible, tailored approach that encouraged **ownership among provinces**. As mentioned previously, although provinces were not legally required to develop climate response plans, 14 of them produced draft versions, and three (Misiones, La Pampa, and Jujuy) finalized and validated their plans in collaboration with the national government. Sustained training and technical support enabled provincial teams to engage more actively in climate planning and to adopt Project tools in their own policy processes.
242. Despite the change in national administration in 2023, the CBIT Project managed to maintain a degree of **technical continuity** through the end of 2024, reflected in the submission of the BTR1 using CBIT-developed inputs and the renewal of the NCCC.
243. However, a key threat to long-term ownership relates to the potential withdrawal of Argentina from the Paris Agreement, publicly announced by the current president. If enacted, this decision would weaken institutional commitment to the Project's legacy, particularly in terms of financing and the legitimacy of the tools and mechanisms developed. It would also constrain progress from Project outputs toward broader outcomes and impacts.
244. In that regard, it is important to note that **this TR encountered limitations in assessing the full extent of government ownership**. While national ministries and provincial governments were engaged during implementation, their participation in this review was limited. Sectoral government representatives who were part of the Project Steering Committee changed across three different administrations, making follow-up difficult. At the subnational level, although several provinces were invited to participate, only one - Misiones - was ultimately represented. As a result, the ownership assessment in this review largely relies on the perspectives of the Executing Agency, the Implementing Agency, and contracted consultants.
245. Nonetheless, several interviewees (Consultants, Focus Groups #2 and #3, March 2025) emphasized that the technical tools developed remain relevant and in use by public institutions, and that they can be adapted to different political contexts as long as there is a minimum level of state interest. Some of these tools have already been integrated into national systems or regulatory frameworks, which enhances their relative sustainability and long-term potential.

Rating for this section is '**Satisfactory**'.

5.9.7. Communication and Public Awareness

246. The CBIT Argentina Project implemented a broad set of communication and knowledge-sharing actions targeting both institutional partners and the wider public. In line with UNEP's evaluation criteria, these efforts can be categorized into two complementary areas: **(a) communication of learning and experience sharing among project partners and interested stakeholders**, and **(b) public awareness activities** aimed at influencing attitudes or behaviours among broader communities and civil society.
247. Regarding the first area, over the course of implementation, the Project conducted **49 workshops**, delivered in virtual, in-person, or hybrid formats. These covered topics such as gender and climate policy, subnational GHG inventories, MRV systems, land representation, carbon markets, and transparency tools. In addition to national capacity-building, the Project participated in **regional and international knowledge exchanges**, including webinars with CBIT Panama and CBIT-GSP and the launch of UNEP's "Transparency Pathways Report." These platforms helped systematize and disseminate lessons learned, and positioned Argentina within broader regional conversations on climate transparency.
248. Another key mechanism for experience sharing were the **five Project Steering Committee meetings**, held between 2019 and 2024. These meetings were used to present progress updates across the Project's components, highlight technical deliverables, and engage representatives from sectoral ministries and agencies. The meetings contributed to inter-institutional coordination, promoted internal transparency, and created opportunities for joint reflection on implementation challenges and priorities.
249. In terms of **public awareness efforts**, the Project focused on translating technical outputs into accessible formats for non-specialist audiences. From 2023 onwards, the communication strategy was strengthened through the **hiring of a communication and design consultant**. Her responsibilities included the development and implementation of communication and design strategies for CBIT Argentina and the National Climate Change Directorate. This led to the creation of **digital campaigns, audience segmentation strategies, and the design of visual communication materials**. A significant achievement was the production of the **"booklet"**, a publication aimed at translating complex technical content into more accessible formats for non-specialist audiences.
250. The Project also **updated Argentina's National GHG Inventory Platform** (<https://inventariogei.ambiente.gob.ar>), improving usability and public access to data, methodologies, and tools. This platform became a cornerstone of the country's

transparency infrastructure and a valuable channel for communicating results and methodologies to the wider public and technical audiences alike.

251. Moreover, the Project **produced and distributed materials related to BUR4 and BUR5** during in-person events, aiming to strengthen public understanding of climate reporting frameworks and improve institutional knowledge management.
252. Despite these achievements, some limitations remain. The communication team was **relatively small** given the **volume and complexity of content** produced by the Project. According to interviewees, this sometimes affected the timeliness and coverage of dissemination efforts. Additionally, **broader public outreach was limited**; there is no evidence of mass media strategies, engagement with civil society organizations, or targeted awareness campaigns beyond technical stakeholders. The Project also **did not report formal communication feedback mechanisms** or monitoring systems to assess communication effectiveness. Similarly, there is no evidence that communication efforts systematically incorporated the differentiated needs of marginalized groups, including women.
253. In summary, CBIT Argentina made notable investments in communication, especially in translating technical outputs into accessible formats and updating digital platforms. These efforts were particularly effective in reaching institutional and sectoral audiences. However, public outreach and engagement beyond governmental and technical stakeholders remained limited, and a more inclusive communication strategy could have further enhanced awareness and behavioral change across society.

Rating for this section is '**Satisfactory**'.

Rating for this review criteria is 'Satisfactory'.

6. Conclusions and recommendations

6.1. Conclusions

254. The CBIT Argentina Project demonstrated a **high degree of alignment** with UNEP's Medium-Term Strategy, GEF programming directions, and Argentina's climate policy priorities. It played a central role in enhancing national and subnational capacities to implement the ETF under the PA. The Project contributed directly to national and provincial climate planning and reporting by developing context-adapted methodologies, reporting templates, emission projection tools, and training programs. These outputs supported the elaboration of key instruments, such as the Fourth and Fifth BURs and Argentina's first BTR1. Stakeholders consistently highlighted the relevance of capacity-building activities and the technical robustness of tools designed in line with local needs, enabling more consistent, accurate, and transparent climate data systems.
255. Despite being implemented in a particularly challenging context, the Project **achieved its planned deliverables with a high level of technical quality**. The COVID-19 pandemic, prolonged inflation, complex administrative procedures, and three consecutive national government transitions imposed significant constraints. Nevertheless, the Project adapted through revised procurement mechanisms, hybrid capacity-building formats, and closer coordination with provincial stakeholders. Outputs were successfully institutionalized within the Secretariat of Climate Change and Sustainable Development and supported cross-sectoral work with ministries such as Energy, Transport, and Economy. Technical products developed under the Project **were integrated into Argentina's climate governance, informing both reporting obligations and long-term policy instruments**, including the NCCP and the Long-Term Strategy. The Project's deliverables were also positively acknowledged during international review processes under the UNFCCC, providing external validation of its results.
256. However, the **sustainability of these achievements is not guaranteed**. While technical and institutional capacities were successfully developed—particularly within the Secretariat of Climate Change and Sustainable Development—their long-term consolidation depends on political prioritization, team stability, and access to domestic and international funding. Administrative inefficiencies, especially those linked to the executing agency (UNEP/ROLAC), were identified as a critical constraint, affecting procurement timelines and slowing down implementation. Moving forward, stakeholders emphasized the importance of ensuring clearer roles, more agile administrative mechanisms, and stronger alignment with local economic conditions. A follow-up initiative (CBIT 2) is broadly perceived as a strategic opportunity to deepen and consolidate the

Project's contributions, strengthen national and provincial climate transparency systems, and build lasting institutional resilience in line with Argentina's commitments under the PA.

6.2. Summary of Project findings and ratings

257. The table below provides a summary of the ratings and findings discussed in TR Findings. Overall, the Project demonstrates a rating of 'Satisfactory'.

UNEP Evaluation Office Validation of Performance Ratings:

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

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

- That what is being assessed is the contents of the report and the extent to which it makes a consistent and justifiable case for the performance ratings it records.
- That the consultant has, within the report, presented all the evidence that was made available to them.
- That the Review has been based on a robust Theory of Change, reconstructed where necessary, which reflects UNEP's definitions at all levels of results.
- That the project team and key stakeholders have already reviewed a draft version of the report and provided substantive comments and made factual corrections to the Review Consultant, who has responded to them. The Evaluation Office assumes, therefore, that it has received the Final (revised) version of the report.

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

Table 8. Summary of Project findings and ratings

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	Highly Satisfactory	5.5	The rating is validated.	HS
1. Alignment to UNEP MTS, POW and strategic priorities	Highly Satisfactory	6	The rating is validated.	HS
2. Alignment to Donor/Partner strategic priorities	Satisfactory	5	The rating is validated.	S
3. Relevance to global, regional, sub-regional and national environmental priorities	Highly Satisfactory	6	The rating is validated.	HS
4. Complementarity with relevant existing interventions/coherence	Satisfactory	5	The rating is validated.	S
Quality of Project Design	Satisfactory	5	The rating is validated.	S
Nature of External Context	Moderately Unfavourable	N/A		
Effectiveness	Satisfactory	5	The rating is validated.	S
1. Availability of outputs	Satisfactory	5	The rating is validated.	S
2. Achievement of project outcomes	Satisfactory	5	The rating is validated.	S
3. Likelihood of impact	Likely	5	The rating is validated. However, the Evaluation Office notes that while the assessment states that “the project has made substantial progress in delivering outcomes that are critical for reaching the <i>intended intermediate states</i> ” the report does not specify what these intermediate states are, nor does it reference them elsewhere, making it difficult to assess the validity of this statement.	L
Financial Management	Highly Satisfactory	5.33	The rating is validated.	HS
1. Adherence to UNEP's financial policies and procedures	Satisfactory	5	The rating is validated.	S
2. Completeness of project financial information	Satisfactory	5	The rating is validated.	S
3. Communication between finance and project management staff	Highly Satisfactory	6	The rating is validated.	HS
Efficiency	Moderately Satisfactory	4	The rating is validated.	MS

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
Monitoring and Reporting	Satisfactory	5	The rating is validated.	S
1. Monitoring design and budgeting	Moderately Satisfactory	4	The rating is validated.	MS
2. Monitoring of project implementation	Satisfactory	5	The rating is validated.	S
3. Project reporting	Highly Satisfactory	6	The rating is validated.	HS
Sustainability	Moderately Unlikely	3	The rating is validated.	MU
1. Socio-political sustainability	Moderately Unlikely	3	The rating is validated.	MU
2. Financial sustainability	Moderately Likely	4	The rating is validated.	ML
3. Institutional sustainability	Moderately Likely	4	The rating is validated.	ML
Factors Affecting Performance	Satisfactory	4.61	The rating is validated.	S
1. Preparation and readiness	Satisfactory	5	The rating is validated.	S
2. Quality of project management and supervision	Satisfactory	4.5	The rating is validated.	S
2.1 UNEP/Implementing Agency:	Moderately Satisfactory	4	The rating is validated.	MS
2.2 Partners/Executing Agency:	Satisfactory	5	The rating is validated.	S
3. Stakeholders' participation and cooperation	Moderately Satisfactory	4	The rating is validated.	MS
4. Responsiveness to human rights and gender equality	Moderately Satisfactory	4	The rating is validated.	MS
5. Environmental and social safeguards	Satisfactory	5	The rating is validated.	S
6. Country ownership and driven-ness	Satisfactory	5	The rating is validated.	S
7. Communication and public awareness	Satisfactory	5	The rating is validated.	S
Overall Project Performance Rating	SATISFACTORY	4.53	The rating is validated	Satisfactory

Source: own elaboration

6.3. Lessons learned

258. The final report outlined a few stories to be shared; some of them are integrated into the lessons provided by the reviewer. These lessons emphasize the significance of long-term planning, technical expertise, inclusive engagement, and the establishment of collaborative structures to ensure the success and sustainability of climate-related projects in the context of unpredictable political and institutional changes.

Lesson 1: Strategic and context-specific technical products ensure continuity and relevance across political transitions.

259. One of the Project's key strengths was the development of technically sound and context-adapted tools, including GHG inventory templates, emissions modeling methodologies, and climate finance tracking systems. These products responded directly to Argentina's climate governance needs and international reporting obligations. Their consistent application in successive BURs and in the first BTR illustrates how their technical credibility, practical utility, and alignment with local capacities enabled them to endure political shifts and institutional restructuring.

260. Even as political visibility of the climate agenda fluctuated across government transitions, CBIT's outputs remained in use. Stakeholders noted that their continued relevance was not only due to compliance requirements under the Paris Agreement but also because the tools filled real operational gaps and provided added value to policy planning and reporting. This highlights the importance of grounding project deliverables in national priorities and technical standards to ensure their longevity, regardless of changing political conditions.

Lesson 2: Institutional sustainability requires not only capacity-building, but also deliberate efforts to preserve knowledge.

261. The Project successfully strengthened technical capacities within the Secretariat of Climate Change and Sustainable Development and at the subnational level. However, sustaining these capacities over time proved challenging due to high staff turnover, and reorganization of government structures. As one Project Coordinator emphasized, the "rotation makes it necessary to leave a manual, TOR, or guide for each product to ensure continuity." This underscores the importance of going beyond training and investing in knowledge preservation strategies.

262. CBIT Argentina responded to this challenge by documenting its tools and methodologies through detailed guides, training materials, and audiovisual resources. These products helped ensure that knowledge could be transferred, even in the absence of stable teams or political support. Going forward, institutional sustainability in transparency systems should prioritize not only human resource development but also the creation of

knowledge management frameworks that secure the continuity of methods, systems, and decision-making processes.

Lesson 3. Technical capacities built through the Project extended beyond government agencies and now reside within the country's broader knowledge ecosystem.

263. Many professionals who contributed to CBIT Argentina—through consultancies, research, and training—now apply the knowledge gained in other institutions, including academia, private firms, and civil society organizations. This diffusion of expertise beyond the original executing institutions has created a multiplier effect. It ensures that the technical know-how generated by the Project contributes to the country's long-term climate capacity, even as government structures evolve.
264. This outcome reinforces the idea that climate transparency projects can have systemic impacts when they invest in people, not just institutions. Training efforts and collaborative work with universities, technical institutes, and non-governmental actors laid the groundwork for a broader community of practice. These individuals can serve as future contributors to national climate policy or as bridges between government and other sectors, helping Argentina maintain and enhance its capacity to fulfill the transparency requirements of the Paris Agreement.

Lesson 4. Subnational engagement is a strategic lever for climate transparency and long-term impact in federal countries like Argentina.

265. CBIT's work with provincial governments demonstrated that meaningful subnational engagement is not only feasible but necessary in a federal context like Argentina's. Through tailored technical assistance, the Project supported the development or validation of several provincial climate response plans, helping local governments meet the requirements established by national legislation. This was achieved by adapting tools, templates, and training to the capacities and specific contexts of different jurisdictions.
266. Early and explicit inclusion of subnational actors in project design would have strengthened ownership even more. Provinces that validated their plans during implementation are now positioned to contribute more effectively to national GHG inventories, to design locally relevant mitigation strategies, and to expand the scope of transparency efforts. This experience underscores that decentralizing capacity-building and aligning national and subnational climate agendas are critical steps toward the development of scalable, inclusive, and resilient climate transparency systems.
267. The CBIT Argentina Project offers a rich set of lessons for the design and implementation of climate transparency initiatives in complex and dynamic governance contexts. It showed that technical excellence, when grounded in national realities and supported by strong stakeholder engagement, can generate lasting institutional value. Importantly, the Project demonstrated that capacity-building is not just about training individuals, but about embedding knowledge within systems, building local ownership, and designing tools that remain relevant beyond the project's lifecycle. These insights are

especially valuable for future climate initiatives in countries with decentralized governance, economic instability, or frequent political transitions.

6.4. Recommendations

268. The following recommendations are intended to enhance cooperation, sustain the project results, and support movement towards the TOC impact. They are divided as per the following: (a) Project Level Recommendations – recommendations to UNEP, (b) Partner Recommendations – recommendations that pertain to partners of the Project, and (c) UNEP Recommendations (for take up by UNEP for future work/learning).

269. (a) Project Level Recommendations – Recommendations to the CBIT Argentina Project Team and UNEP regarding project execution.

Recommendation 01:	<u>Strengthen the results framework and monitoring systems from the outset.</u>
Challenge/problem to be addressed by the recommendation	The project's original results framework lacked a formal Theory of Change, used few indicators, and did not adequately capture the project's logic or outcomes. For future projects, it is critical to invest in a robust design phase that includes clearly defined SMART indicators at output and outcome levels, as well as a structured plan for monitoring and evaluation. Special attention should be given to measuring capacity-building results, tracking beneficiary engagement (e.g., sex-disaggregated data), and systematizing participant databases for future outreach and institutional memory.
Priority Level	Medium
Type of recommendation	Technical / Design
Responsibility	Project Team and UNEP
Proposed implementation timeframe	During next projects inception and project formulation phase

<u>Recommendation 02:</u>	<u>Separate technical and administrative roles within the Project Management Unit (PMU).</u>
Challenge/problem to be addressed by the recommendation	The absence of a specifically assigned administrative role within the PMU placed an excessive burden on technical coordinators, reducing their capacity to focus on strategic leadership and technical quality assurance. Future projects should assign administrative tasks—such as procurement follow-up, reporting, and logistics—to a designated project administrator, while allowing technical coordinators to lead stakeholder engagement, policy dialogue, and technical supervision. This division of roles would improve efficiency, reduce burnout, and enhance implementation quality.
Priority Level	High
Type of recommendation	Operational / Management
Responsibility	Project Team and National Executing Agency
Proposed implementation timeframe	Immediate / before next phase or future projects

<u>Recommendation 03:</u>	<u>Strengthen stakeholder mapping and contact management systems from the outset.</u>
Challenge/problem to be addressed by the recommendation	Stakeholder turnover and the absence of a systematically maintained contact database limited the ability of the Terminal Review to engage with actors directly involved in project implementation. These gaps hindered the inclusion of relevant institutional perspectives and reduced the evaluability of certain project outcomes. Future projects should therefore invest in the development of a stakeholder map that not only reflects strategic priorities but also incorporates a basic plan for engagement throughout the project cycle. This should include the creation and maintenance of a stakeholder contact database (linked to specific activities and outputs) so that institutional memory is preserved even amid administrative turnover. This would allow the TR to incorporate the perspectives and participation of former stakeholders who played key roles during implementation
Priority Level	Medium
Type of recommendation	Technical / Design
Responsibility	Project Team and UNEP
Proposed implementation timeframe	During next projects inception and stakeholder engagement planning phase

270. (b) Partner Recommendations – Recommendations for government counterparts, implementing partners, and local stakeholders.

Recommendation 04:	<u>Simplify and localize procurement and contracting procedures whenever possible</u>
Challenge/problem to be addressed by the recommendation	The misalignment between UNEP's procurement protocols and Argentina's national economic dynamics (e.g., high inflation, rapid exchange rate changes, and short price validity windows) created delays and inefficiencies. Where feasible, future projects should explore assigning certain administrative responsibilities—such as hiring consultants or managing local purchases—to national executing agencies or trusted implementation partners with appropriate technical and fiduciary capacity. This would allow for more flexible and timely responses to implementation needs.
Priority Level	High
Type of recommendation	Operational / Implementation
Responsibility	UNEP and Executing Agency (e.g., FUNDACEN)
Proposed implementation timeframe	Short-term for current projects; integrated into future project design

271. (c) UNEP Recommendations – Recommendations for UNEP to inform future CBIT and climate transparency programming.

Recommendation 05:	<u>Improve political risk assessment and sustainability planning at the design stage.</u>
Challenge/problem to be addressed by the recommendation	In politically volatile contexts, it is crucial that UNEP integrates risk-mitigation measures into project design. This includes scenario planning for government transitions, analysis of institutional fragility, and the development of sustainability strategies that involve cross-party consensus where possible. Stakeholder mapping and early engagement across multiple sectors and levels of government can help anchor projects institutionally and reduce their vulnerability to political changes.
Priority Level	High
Type of recommendation	Strategic / Design
Responsibility	UNEP and Project Designers
Proposed implementation timeframe	At project formulation stage

<u>Recommendation 06:</u>	<u>Use the CBIT experience to improve internal learning and future programming.</u>
Challenge/problem to be addressed by the recommendation	Lessons from CBIT Argentina suggest that UNEP should revisit standard project design templates, particularly in relation to results-based management and M&E systems. Future projects would benefit from requiring an explicit Theory of Change, indicators that go beyond output-level metrics, and systematic methods for tracking training outcomes and stakeholder engagement. UNEP could also consider developing a flexible "CBIT toolkit" that incorporates best practices for countries with similar governance and economic contexts, including adaptive procurement approaches.
Priority Level	Medium
Type of recommendation	Organizational Learning
Responsibility	UNEP (Climate Mitigation Unit, Evaluation Office)
Proposed implementation timeframe	Medium term; through internal review and programming updates

272. The recommendations outlined in this report aim to strengthen the effectiveness, sustainability, and strategic value of future climate transparency projects in Argentina and beyond. They underscore the importance of improved project design—including robust M&E systems and early risk mitigation—as well as the need to adapt administrative and procurement processes to local contexts. Additionally, they highlight the critical role of institutional continuity and coordination mechanisms across government levels. Taken together, these recommendations provide a roadmap for enhancing project outcomes and ensuring that the gains achieved through CBIT Argentina are preserved, expanded, and replicated in future interventions.

Annexes

I. Response to stakeholder comments

Page Ref	Stakeholder comment	Reviewer Response

II. Review Framework / Matrix

Table 9. Review framework matrix

#	Evaluative questions	Indicators	Data sources
• Strategic relevance			
1	To what extent were the Project's design, implementation, and results aligned with UNEP's mandate and the thematic priorities set out in the Medium-Term Strategy (MTS) and Programme of Work (POW) in effect at the time of Project approval?	- Consistency between the Project's objectives, approaches, and results and the thematic priorities of the MTS and POW in place at the time of approval. - Existence of specific monitoring and evaluation indicators to measure the Project's contribution to UNEP's mandate and thematic priorities.	- MTS 2022-2025 - POW 2022-2023 - CEO ED - PIRs - HYPRs - Closing Workshop presentation
2	To what extent were the project's design, implementation, and results aligned with the objectives of the Bali Strategic Plan for Technology Support and Capacity-building (BSP) and the GEF Programming Directions in effect at the time of Project approval?	- Consistency between the Project's objectives, approaches, and results and the priorities of the BSP and the GEF Programming Directions in place at the time of approval. - Existence of specific monitoring and evaluation indicators to measure the Project's contribution to the BSP and the GEF Programming Directions.	- BSP - GEF-8 Programming Directions - CEO ED - PIRs - HYPRs
3	To what extent were the Project's design, implementation, and results aligned with the 2030 Agenda for Sustainable Development and Argentina's environmental priorities?	- Consistency between the Project's objectives, approaches, and results and the Sustainable Development Goals (SDGs) and the United Nations Sustainable Development Cooperation Framework (UNSDCF) for Argentina 2021–2025. - Consistency between the Project's objectives, approaches, and results and National Climate Change Plan (PNAyMCC). - Existence of specific monitoring and evaluation indicators to measure the Project's contribution to the SDGs, the UNSDCF, and the PNAyMCC.	Argentina's 2023 SDG report UNSDCF 2021-2025 PNAyMCC CEO ED PIRs HYPRs Interviews with selected national and international stakeholders
4	To what extent did the Project design, inception adjustments, and implementation demonstrate complementarity with other recent, ongoing, or planned interventions by UNEP or other organizations in the same country, sector, or target groups?	- Complementarity (and absence of duplication) with other UNEP or partner interventions addressing similar issues. - Identification and optimization of synergies with other initiatives. - Evidence that Project design anticipated potential benefits from collaboration with other interventions.	- National Sustainable Transport Plan - CEO ED - PIRs - HYPRs - Interviews with selected national and international stakeholders

#	Evaluative questions	Indicators	Data sources
Quality of project design (as per Inception Report)			
Nature of External Context			
5	How significant was the impact of external disruptions on Project delivery and coordination?	- Occurrence and intensity of external events that affected the Project (e.g., COVID-19 pandemic, macroeconomic instability, political transitions). - Degree to which these events disrupted planned activities, procurement processes, financial management, and stakeholder engagement.	PIRs HYPRs Closing Workshop presentation Interviews with selected national and international stakeholders
Effectiveness			
6	Did the Project successfully deliver the programmed outputs in terms of quantity, quality, timeliness, and relevance to intended users?	- Percentage of programmed outputs delivered to the intended beneficiaries/users. - Degree of timely delivery of outputs, in line with planned milestones. - Reported quality and perceived utility of the delivered outputs by key stakeholders and intended users. - Appropriation and sustained use of outputs by the intended beneficiaries.	CEO ED PIRs HYPRs Closing Workshop presentation Deliverables available in the project closure file Interviews with selected national stakeholders
7	How effectively did the Project achieve the intended outcomes as defined in the Theory of Change, particularly those most critical for progress toward the desired impact?	- Degree of achievement of each of the three expected Project outcomes. - Progress against outcome-level indicators reported. - Evidence of the use and institutionalization of Project-generated tools, methodologies, and systems by key actors.	CEO ED PIRs HYPRs Closing Workshop presentation Interviews with selected national and international stakeholders
8	How likely is it that the CBIT Argentina Project will contribute to sustained compliance with the Enhanced Transparency Framework (ETF) under the Paris Agreement?	- Integration of Project contributions into key national reports and strategies. - Recognition of Argentina's climate transparency efforts in international processes. - Continued use of Project-developed tools and data-sharing systems by national and subnational actors.	- CEO ED - PIRs - HYPRs - Closing Workshop presentation - Technical analysis of the 4th biennial update report of Argentina - Record of the FSV at the 58th session of the Subsidiary Body for Implementation: Argentina

#	Evaluative questions	Indicators	Data sources
			Interviews with selected national and international stakeholders
Financial Management			
9	Was financial management conducted in accordance with UNEP's financial policies and procedures throughout the Project lifecycle?	- Timely approval and disbursement of cash advances to partners - Regular analysis of actual expenditure against budget and workplan - Timely submission of regular expenditure reports (six-monthly and annual) - Expenditure is within the approved annual budget (or a timely revision submitted/approved) - Regular budget revisions made when relevant and for expenditure variations of 10% and above	PIRs HYPRs Closing Workshop presentation Expenditure Reports Project Revisions Sheet Interviews with selected national and international stakeholders
10	Was the financial documentation for the Project complete, accurate, and available in a timely manner throughout the project cycle?	- Availability of high-level Project budget for secured and unsecured funds. - Availability of budget breakdown by funding source. - Availability of disbursement documents from funding sources to UNEP. - Availability of six-monthly and annual expenditure reports. - Availability of detailed Project budgets, including revisions. - Availability of partner legal agreements and amendments. - Availability of cash advance documentation. - Timeliness and completeness of document submission.	- Cash Advances - Co-Finance Report 2024 - Expenditure Reports - Project Revisions Sheet - Interviews with selected national and international stakeholders
11	Was there effective and regular communication between the Implementing Agency (IA), the Executing Agency (EA) and the Project Management Unit (PMU) to support timely decision-making and adaptive Project management?	- Frequency and regularity of coordination meetings between IA, EA and PMU - Existence of documented exchanges between IA, EA and PMU	- Project Steering Committee's presentations - Interviews with selected national and international stakeholders
Efficiency			
12	To what extent did the Project deliver results in a cost-effective and timely manner, making optimal use of available resources and existing structures?	- Evidence that Project outputs were delivered with cost-effective approaches. - Timeliness of Project implementation, including sequencing of activities according to planned timelines. - Number and justification of "no-cost extensions" approved during implementation. - Use of pre-existing institutions, partnerships, data systems, or synergies with other initiatives to improve efficiency.	- PIRs - HYPRs - Project revisions - Project financial reports - Interviews with selected national and international stakeholders

#	Evaluative questions	Indicators	Data sources
		● Presence of cost- or time-saving measures implemented during the Project lifecycle.	
● Monitoring and Reporting			
13	Was the Project supported by a sound monitoring plan and an adequate budget for tracking progress towards outputs and outcomes?	● Existence of a monitoring plan at Project start, aligned with the logical framework. ● Quality and clarity of selected indicators (SMART criteria). ● Appropriateness of data collection methods and frequency. ● Existence of a dedicated budget for monitoring activities. ● Identification of responsible persons for tracking each indicator. ● Inclusion of disaggregation by gender and marginalized or vulnerable groups. ● Inclusion of gender-specific indicators when relevant. ● Allocation of resources for mid-term and terminal evaluations.	● CEO ED ● Inception Report for this TR ● PIRs ● Project revisions
14	Was the monitoring system effectively implemented to track progress, inform adaptive management, and support the achievement of outcomes throughout the Project lifecycle?	● Application of a monitoring plan. ● Collection of relevant baseline and implementation data. ● Disaggregation of data by gender and other relevant social groups. ● Timely and appropriate use of monitoring data to adjust Project implementation and strategies. ● Evidence of budget execution for monitoring purposes. ● Degree to which monitoring supported learning.	● PIRs ● HYPRs ● Project financial reports ● Project revisions ● PSC meetings' presentations ● Closing Workshop presentation
15	Did the Project fulfill its internal and external reporting obligations in a timely, complete, and inclusive manner?	● Timely submission of reports to UNEP systems and donors. ● Completeness and consistency of progress documentation. ● Disaggregation of reported data by gender and marginalized groups. ● Reporting coverage relative to the full scope of Project implementation. ● Evidence that reports supported the understanding of results at the outcome level or higher.	● PIRs ● HYPRs ● Project financial reports ● Project revisions ● PSC meetings' presentations ● Closing Workshop presentation ● GEF Portal ● UNEP Open Data
● Sustainability			
16	Is there social and political ownership, interest, and commitment to sustain the Project outcomes over time?	● Level of ownership, interest, and commitment among government actors and other stakeholders to take the Project results forward. ● Degree of dependency of outcomes on socio-political conditions and extent to which risks have been mitigated.	● Interviews with selected national and international stakeholders ● CEO ED ● PIRs

#	Evaluative questions	Indicators	Data sources
17	Are Project outcomes financially sustainable in the absence of external support?	- Degree of dependency of Project outcomes on future financial inputs to be sustained. - Existence and robustness of an exit strategy including financial sustainability components. - Identification of funding mechanisms or financial commitments (national, subnational, or donor-based) to continue key activities or institutional functions.	- Interviews with selected national and international stakeholders - CEO ED - PIRs
18	Are the Project outcomes embedded in institutional frameworks and capacities that can sustain them over time?	- Degree of dependency of outcomes on institutional structures or support. - Existence and quality of mechanisms to institutionalize Project achievements (e.g., policies, regulations, inter-institutional agreements). - Evidence of enhanced institutional capacities (e.g., knowledge, skills, attitudes, practices) among relevant actors. - Existence of an exit strategy with institutional arrangements to maintain continuity beyond Project closure.	- Interviews with selected national and international stakeholders - CEO ED - PIRs
Factors Affecting Performance			
19	Were adequate measures taken during the inception phase to ensure a timely and effective Project start-up?	- Timeliness and quality of the inception meeting. - Development and adequacy of the first annual work plan. - Establishment and composition of the Steering Committee or equivalent body. - Timeliness of legal and financial arrangements. - Stakeholder engagement and analysis conducted during mobilisation. - Measures taken to incorporate PRC recommendations or respond to contextual changes prior to implementation.	- Inception Report for this TR - PSC meetings' presentations - Project revisions
20	Did Project management and supervision support effective, adaptive, and results-oriented implementation throughout the Project cycle?	- Quality of coordination and communication between Project teams and UNEP. - Effectiveness of implementation structures and management of staff. - Continuity in staffing, including handover mechanisms. - Leadership and support provided by UNEP and the executing agency. - Evidence of adaptive management in response to contextual or operational challenges. - Responsiveness to financial or implementation issues, including reallocation of resources.	- PIRs - HYPRs - Project revisions - Project financial reports - Interviews with selected national and international stakeholders
21	To what extent did the Project engage stakeholders in a meaningful, inclusive, and sustained manner to foster ownership, collaboration, and learning?	- Quality and depth of stakeholder analysis conducted. - Effectiveness and regularity of consultation and communication with stakeholders. - Level of stakeholder ownership of Project processes and outcomes. - Consideration of stakeholder diversity, including gender and vulnerable groups.	- Inception Report of this TR - PSC meetings' presentations - PIRs

#	Evaluative questions	Indicators	Data sources
			Interviews with selected national and international stakeholders
22	Did the Project adhere to human rights principles and promote gender equity in its design, implementation, and outcomes?	- Integration of gender and human rights considerations in implementation, results interpretation, and resource allocation. - Alignment between Project implementation and the initial gender score. - Specific measures taken to address gender gaps or promote inclusion of vulnerable populations. - Application of a human rights-based approach in activities and stakeholder engagement. - Disaggregation of data and targeting of actions based on gender and other intersecting inequalities.	- CEO ED - Inception Report for this TR - PIRs - HYPRs - PSC meetings' presentations - Closing Workshop presentation - Interviews with selected national and international stakeholders
23	Were environmental, social, and economic safeguards identified, monitored, and managed throughout the Project lifecycle?	- Existence and implementation of a safeguard management plan. - Frequency and quality of risk rating reviews and adjustments. - Monitoring for safeguard-related issues during implementation. - Quality and completeness of safeguard reporting. - Consideration of environmental and social impacts on vulnerable populations. - Measures taken to reduce the Project's environmental footprint.	- CEO ED - PIRs - HYPRs
24	To what extent did national and subnational authorities take leadership and responsibility for sustaining and scaling up Project outcomes?	- Degree of engagement by government ministries and agencies across sectors. - Involvement of government actors in strategic Project decisions and leadership roles. - Commitment to integrate Project results into national or subnational policies, plans, or practices.	- PSC meetings' presentations - PIRs - Interviews with selected national and international stakeholders
25	Did the Project use effective communication strategies to share learning, raise awareness, and influence target audiences and the general public?	- Existence and implementation of a communication and public awareness strategy. - Coverage, frequency, and targeting of communication activities across Project audiences. - Responsiveness to feedback and interaction with audiences. - Knowledge-sharing among partners and sustainability of communication platforms or materials.	- CEO ED - PIRs - PSC meetings' presentations - Closing Workshop presentation - Interviews with selected national and international stakeholders

Source: own elaboration

III. People consulted during the Review

Table 10. People consulted during the review

N°	Name	Gender	Stakeholder	Organization	Role	Method
1	Federico Geli	M	UNEP	UNEP Brasilia	UNEP Officer	Individual interview
2	Karem Pazmiño	F	UNEP	UNEP ROLAC Panamá	UNEP Officer	Individual interview
3	Sandra Bravo	F	UNEP	UNEP ROLAC Panamá	UNEP Officer	Individual interview
4	Macarena Moreira Muzio	F	Government	Undersecretariat of Environment	Mitigation National Coordinator	Individual interview
5	Gabriel Blanco	M	Government	Undersecretariat of Environment	Climate Change National Director	Individual interview
6	Florencia Mitchell	F	Government	Undersecretariat of Environment	Climate Change National Director	Individual interview
7	Paola Nieto	F	Government	Undersecretariat of Environment	Consultant	Focus Group
8	Santiago Goggi	M	Government	Undersecretariat of Environment	Consultant	Focus Group
9	Elizabeth Britos	F	Government	Undersecretariat of Environment	Consultant	Focus Group
10	Diego Pontorno	M	Government	Undersecretariat of Environment	Consultant	Focus Group
11	Sebastián Galbusera	M	Government	Undersecretariat of Environment	Consultant	Focus Group
12	Daniela Sequi	F	Government	Undersecretariat of Environment	Consultant	Individual interview
13	Rosina Forte	F	Government	Undersecretariat of Environment	Consultant	Focus Group + Individual interview
14	Adrián Kunz	M	Government	Misiones	Technical Advisor	Individual interview
15	Alex Aguilar	M	Government	Undersecretariat of Environment	Consultant	Focus Group
16	Andrés Haag	M	Government	Undersecretariat of Environment	Consultant	Focus Group
17	Javier Castro	M	Government	Undersecretariat of Environment	Consultant	Focus Group
18	Cecilia Morando	F	Government	Undersecretariat of Environment	Consultant	Focus Group
19	María Lourdes Manrique	F	Government	Undersecretariat of Environment	Project Coordinator	Individual interview
20	Florencia Gesualdo	F	Government	Undersecretariat of Environment	Project Coordinator	Individual interview
21	Alejo Seillant	M	Civil Society	FUNDACEN	Executive Director	Individual interview
22	Griselda Lambertini	F	Civil Society	Center of Studies of Energy Regulatory Activities	Researcher	Focus Group
23	Salvador Gil	M	Civil Society	ProVivienda Social Foundation	Researcher	Focus Group

N°	Name	Gender	Stakeholder	Organization	Role	Method
24	Raúl Zavalía	M	Civil Society	ProVivienda Social Foundation	Researcher	Focus Group
25	Priscila Ramos	F	Civil Society	UBATEC University of Buenos Aires	Researcher	Focus Group
26	Verónica Gutman	F	Civil Society	UBATEC University of Buenos Aires	Researcher	Focus Group
27	Paula Covelli	F	Civil Society	UBATEC University of Buenos Aires	Researcher	Focus Group
28	Martina Chidiak	F	Civil Society	UBATEC University of Buenos Aires	Researcher	Focus Group
29	Telma Arias	F	Private	Net Zero Solutions	Consultant	Focus Group
30	Alberto Ortiz	M	Private	Net Zero Solutions	Consultant	Focus Group

Source: own elaboration

IV. Key documents consulted

Table 11. Project deliverables consulted¹³

Output	Activity	Name document
1.1.1	1.1.1.1	A) A consistency matrix between IPCC and GPC inventory reporting formats
1.1.1	1.1.1.1	B) One (1) guideline on the consistency matrix between IPCC and GPC reporting forms
1.1.1	1.1.1.1	C) A consistency analysis study between national and subnational data sources according to each province GHG emission's profile
1.1.1	1.1.1.1	D) A study to identify opportunities of improvement related to bottom-up/subnational approach
1.1.1	1.1.1.1	E) A detailed plan/strategy to develop subnational reporting capacities
1.1.1	1.1.1.2	F) One (1) subnational reporting guideline
1.1.1	1.1.1.2	G) Three (3) pilots in different interested provinces to test efficacy and appropriateness of the products developed
1.1.1	1.1.1.3	H) Fifteen (15) trainings/workshops at the provincial and regional level on the tools produced in the above-mentioned activities for each sector for subnational technical staff and academia institutions involved in GHG Inventory compiling.
1.1.1	1.1.1.3	I) Report including a summary of main outcomes of the meetings held with the provinces.
1.1.1	1.1.1.3	J) One (1) summary report on the training/workshop results
1.1.2	1.1.2.1	K) A study analyzing category 1A (Energy sector) fossil fuels combustion's emission factors including adjustment proposals, and trimestral preliminary reports;
1.1.2	1.1.2.2	L) Three (3) Preliminary Reports and one (1) Final Report on the Activity Data Improvements achieved for GHG inventory category 1A3 Transportation
1.1.2	1.1.2.3	M) An initial revision and identification of the information available, gaps, barriers and opportunities of improvements for category 2A3
1.1.2	1.1.2.3	O) Report including future improvements on the waste sector
1.1.2	1.1.2.3	P) Excel spreadsheet to systematize information and data by disposal site or oven, related with the waste sector
1.1.2	1.1.2.3	Q) Report including analysis of the Urban Solid Waste estimation model, a proposal for improving the model and results of the model application.
1.1.2	1.1.2.3	R) Spreadsheets from the waste sector adjusted to report in accordance with the reporting requirements of the CRT and the ETF.
1.1.2	1.1.2.3	S) Spreadsheet of the 1990-2020 time series of activity data for categories 4A, 4B and 4C of the waste sector.
1.1.2	1.1.2.3	T) Spreadsheet of the 1990-2020 time series of estimations for categories 4A, 4B and 4C of the waste sector with new parameters and/or activity data incorporated
1.1.2	1.1.2.3	U) Assessment report on carbon soil models according to TIER 2 methodologies of IPCC
1.1.2	1.1.2.3	V) Calculation procedure to estimate fugitive emissions during charcoal production for the time series 1990-2020.
1.1.2	1.1.2.3	W) Spreadsheets for estimating fugitive emissions during charcoal production for the time series 1990-2020.

¹³ Documents listed in the table are available in the project closure file provided by the project team through a SharePoint link.

Output	Activity	Name document
1.1.2	1.1.2.3	X) Spreadsheets from the energy sector adjusted to report in accordance with the reporting requirements of the CRT and the ETF.
1.1.2	1.1.2.3	Y) Report including assessment of the emissions factors of the 2019 Refinement of the IPCC to calculate fugitive emissions
1.1.2	1.1.2.4	Z) An initial revision of the information available and relevant stakeholders for category 3B
1.1.2	1.1.2.4	AA) A study to identify gaps, barriers and opportunities of improvements for category 3B
1.1.2	1.1.2.4	AB) A study to analyse the possible impacts of the improvement on for category 3B the overall GHG inventory
1.1.2	1.1.2.4	AC) A detailed plan/strategy identifying relevant stakeholders linked with category 3B
1.1.2	1.1.2.4	AD) Three (3) workshops gathering main stakeholders in order to agree common land use definitions
1.1.2	1.1.2.4	AE) Reports on the improvement needed and planned of the AFOLU sector for the BUR5 cycle
1.1.2	1.1.2.4	AF) Report with recommendations on how to improve the National GHG Inventory in line with the 2019 Refinement to the 2006 IPCC Guidelines for National Greenhouse Gas Inventories
1.1.2	1.1.2.4	AG) Spreadsheets from the land sector adjusted to report in accordance with the reporting requirements of the CRT and the ETF
1.1.2	1.1.2.4	AH) Vector (shapefile) and raster layers of the distribution of forest plantations on a national and annual scale for the 2019–2021 time series
1.1.2	1.1.2.4	AI) Vector (shapefile) and raster layers of the distribution of forest plantations on a national and annual scale for the 2000–2010 time series
1.1.2	1.1.2.4	AJ) Final report and spreadsheets with Category 3B calculated and ready to be added to the National GHG inventory including the time series 1990-2016
1.1.2	1.1.2.4	AK) Report including the status of the different definitions of wetlands, and their relevance for the National GHG Inventory and for the consistent representation of land.
1.1.2	1.1.2.5	AL) An initial revision and identification of the information available, gaps, barriers and opportunities of improvements for category 3D1
1.1.2	1.1.2.5	AM) Final report and spreadsheets with Category 3D1 calculated and ready to add to the National GHG inventory including the time series 1990-2016.
1.1.2	1.1.2.6	AN) Report including assessment of natural gas double counting on the GHG Inventory sectors
1.1.3	1.1.3.1	AO) Four (4) annual updates for the GHG Inventory Platform website
1.1.3	1.1.3.2	AP) New audiovisual material and/or interactive tools on mitigation and adaptation
2.1.1	2.1.1.1	B) Final report on status of domestic mitigation MRV
2.1.1	2.1.1.2	D) Two (2) final reports one for each mitigation action
2.1.1	2.1.1.3	E) Four (4) workshops gathering main stakeholders
2.1.1	2.1.1.4	G) Two (2) final reports, one for each mitigation action, including a suggested monitoring structure and methodology on how to track progress of each action on a rolling basis
2.1.1	2.1.1.5	H) Two (2) pilot studies, one per mitigation action, to collect initial data for baseline determination.

Output	Activity	Name document
2.1.1	2.1.1.5	I) Report including the technical and legal aspects of to update the Intelligent Transport Program
2.1.1	2.1.1.5	J) Two (2) final Reports and spreadsheets for the data collected for each action
2.1.1	2.1.1.6	L) One (1) gender impact study
2.1.1	2.1.1.6	M) Synthesis report of the gender mainstreaming in the LTS and the National Climate Change Plan
2.1.1	2.1.1.6	N) Analysis of mitigation measures, the possibility of disaggregating GHG emissions reduction potential and recommendations to reduce the gender gap on their implementation
2.1.2	2.1.2.2	P) A regional review on methodologies used for support received tracking
2.1.2	2.1.2.2	Q) One (1) workshop with regional and international experts on tracking system for climate-related finance to present results of the regional review
2.1.2	2.1.2.3	R) One (1) workshop gathering main local stakeholders in order to agree definitions on climate-related finance
2.1.2	2.1.2.4	S) A methodology report for Argentina's support received tracking system
2.1.2	2.1.2.4	T) Report including climate finance labeling methodologies in accordance with national definitions.
2.1.2	2.1.2.4	U) A methodology to report capacity-building received and needs.
2.1.2	2.1.2.5	V) Support received chapter is compiled and ready to be added to the BUR4
2.1.2	2.1.2.5	W) Support received chapter is compiled and ready to be added to the BUR5
2.1.2	2.1.2.6	X) Four (4) workshops or trainings on Argentina's tracking system for climate-related finance including a results report for each workshop
3.1.1	3.1.1.1	B) A consistency checking tool
3.1.1	3.1.1.1	C) Guidance on the tool
3.1.2	3.1.2.1	E) Final report on the main emission drivers analysis
3.1.2	3.1.2.1	F) Spreadsheets of main emission drivers modelling including the time series 1990-2020 and its comparison with the GHG Inventory results.
3.1.2	3.1.2.1	G) One report on data collection for mid term and long term GHG emissions projection
3.1.2	3.1.2.3	J) One (1) Final report on LTS
3.1.2	3.1.2.3	L) Study on hydrogen production with different technologies with implementing partner
3.1.2	3.1.2.3	M) Study to evaluate and develop C budgets system for the implementation of the LTS
3.1.2	3.1.2.3	N) Report including a proposal for the implementation of Art. 6.4 mechanism
3.1.2	3.1.2.3	O) Report including a proposal for the implementation of the national carbon legal framework
3.1.2	3.1.2.3	P) A summary report on interactions with relevant stakeholders for the elaboration of the national carbon market strategy.
3.1.2	3.1.2.3	Q) A summary report on interactions with relevant stakeholders for the elaboration of the national carbon market strategy.
3.1.2	3.1.2.3	R) Spreadsheets with medium and long term scenarios projected.
3.1.2	3.1.2.4	S) Report including proposal for improvement of the documentation system of the National GHG Inventory System
3.1.2	3.1.2.4	T) A document containing the functional analysis of the climate change information system and a master plan with the interactions of the SNICC systems.

Output	Activity	Name document
3.1.2	3.1.2.4	U) Report including proposal to adequate the actual National GHG Inventory System to the new requirements of the ETF
3.1.3	3.1.3.3	V) Two regional workshops for experience exchange on LTS
3.1.3	3.1.3.4	W) Report on capacity building activities related to the energy sector to national experts

Source: own elaboration based on the CEO Endorsement Document and documentation provided by the National Climate Change Directorate

Table 12. Other documents consulted

Name document
Cash Advance 2020
Cash Advance 2021
Co-Finance Report 2024
Consejo Nacional de Coordinación de Políticas Sociales (2023) Informe de País Argentina 2023
Expenditure Report 2019
Expenditure Report 2020, 1st semester
Expenditure Report 2020, 2nd semester
Expenditure Report 2021, 1st semester
Expenditure Report 2021, 2nd semester
Expenditure Report 2022, 1st semester
Expenditure Report 2022, 2nd semester
Framework Convention on Climate Change (2023). Record of the facilitative sharing of views at the fifty-eighth session of the Subsidiary Body for Implementation: Argentina
Framework Convention on Climate Change (2023). Technical analysis of the fourth biennial update report of Argentina submitted on 31 December 2021
GEF (2022). GEF-8 Programming Directions
Gobierno de la República Argentina (2023). National Plan for Adaptation and Mitigation to Climate Change
Half Yearly Progress Report 2020
Half Yearly Progress Report 2021
Half Yearly Progress Report 2022
Half Yearly Progress Report 2023
Ministerio de Ambiente y Desarrollo Sostenible (2021). Cuarto Informe Bienal de Actualización de la República Argentina a la Convención Marco de las Naciones Unidas para el Cambio Climático (CMNUCC)
Ministerio de Ambiente y Desarrollo Sostenible (2021). Project Steering Committee's presentation
Ministerio de Ambiente y Desarrollo Sostenible (2022). Project Steering Committee's presentation
Ministerio de Ambiente y Desarrollo Sostenible (2023). Project Steering Committee's presentation
Ministerio de Ambiente y Desarrollo Sostenible (2023). Quinto Informe Bienal de Actualización de la República Argentina a la Convención Marco de las Naciones Unidas para el Cambio Climático (CMNUCC)
Ministerio de Ambiente y Desarrollo Sostenible. 14th Workshop Facilitative Sharing of Views. 4th BUR Argentina
Project Implementation Review (PIR) 2021
Project Implementation Review (PIR) 2022

Project Implementation Review (PIR) 2023
Project Implementation Review (PIR) 2024
Project Revision Sheet 2020
Project Revision Sheet 2021
Project Revision Sheet 2022
Project Revision Sheet 2023
Secretaría de Ambiente y Desarrollo Sustentable (2019). Project Steering Committee's presentation
Secretaría de Ambiente y Desarrollo Sustentable (2019). Tercer Informe Bienal de Actualización de la República Argentina a la Convención Marco de las Naciones Unidas sobre el Cambio Climático (CMNUCC)
Subsecretaría de Ambiente (2024). "Taller de cierre - Proyecto CBIT Argentina" presentations
Subsecretaría de Ambiente (2024). Project Steering Committee's presentation
United Nations Argentina (2021). United Nations Sustainable Development Cooperation Framework (UNSDCF) for Argentina 2021–2025
United Nations Environment Programme (2004). Bali Strategic Plan for Technology Support and Capacity-building : note / by the Executive Director
United Nations Environment Programme (2021). For people and planet: the UNEP strategy for 2022–2025
United Nations Environment Programme (2021). UNEP Programme of Work and Budget for 2022-2023

Source: own elaboration based on documentation provided by the National Climate Change Directorate

V. Review itinerary

No mission performed.

VI. Project budget and expenditures

Components	Outcomes	GEF Project Financing	Confirmed Co-financing	Exp	Execution rate
1. National and subnational GHG inventory System	1.1 Argentina is able to elaborate and share consistent and accurate national and subnational GHG inventories	US\$ 1,999,800	US\$ 350,000	US\$ 1,772,723	89%
2. Tracking of mitigation actions and support received	2.1 Stakeholders within the NCCC provide and exchange information for domestic tracking of mitigation actions and support received				
3. Medium and long-term projections	3.1 Stakeholders within the National Climate Change Cabinet use consistent GHG emissions modeling, economy wide scenarios, and analysis of interactions for climate policy decision making				

VII. Financial management

Financial management components:		Rating
1. Adherence to UNEP's policies and procedures:		S
Any evidence that indicates shortcomings in the project's adherence ¹⁴ to UNEP or donor policies, procedures or rules		No
2. Completeness of project financial information¹⁵:		S
Provision of key documents to the reviewer (based on the responses to A-H below)		
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes
B.	Revisions to the budget	Yes
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes
D.	Proof of fund transfers	Yes
E.	Proof of co-financing (cash and in-kind)	Yes
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
G.	Copies of any completed audits and management responses (<i>where applicable</i>)	Yes
H.	Any other financial information that was required for this project (list):	N/A
3. Communication between finance and project management staff		HS
Project Manager and/or Task Manager's level of awareness of the project's financial status.		HS
Fund Management Officer's knowledge of project progress/status when disbursements are done.		HS
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.		HS
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.		HS
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the review process		HS
Overall rating		HS

¹⁴ If the review raises concerns over adherence with policies or standard procedures, a recommendation may be given to cover the topic in an upcoming audit, or similar financial oversight exercise.

¹⁵ See also document 'Criterion Rating Description' for reference

VIII. Communication and outreach tools



The cover features a green background with a photograph of hands touching a mossy tree trunk. A green globe with a pixelated map of the Americas is positioned over the hands. Logos for the UN Environment Programme and GEF are in the top left.

Fortalecimiento del Marco de Transparencia de Argentina en Inventarios y Mitigación de GEI | CBIT 9955

Informe Final | julio 2025

Agenda

 ¿Sobre qué vamos a conversar?

 ¿Cómo vamos a realizar la reunión?

- 10:00-10:10 | Bienvenida y presentaciones
- 10:10-10:20 | Marco institucional del informe final (PNUMA)
- 10:20-10:50 | Exposición del proceso, los resultados, hallazgos y recomendaciones (Consultora)
- 10:50-11:20 | Espacio de intercambio con participantes (Consultora)
- 11:20-11:30 | Cierre (PNUMA)



The footer contains a row of four icons: a field of wheat, a factory with smoke, interlocking gears, and a water tap with waves.

Marco institucional

Informe final

01

Proceso de
elaboración

02

Valoración
detallada

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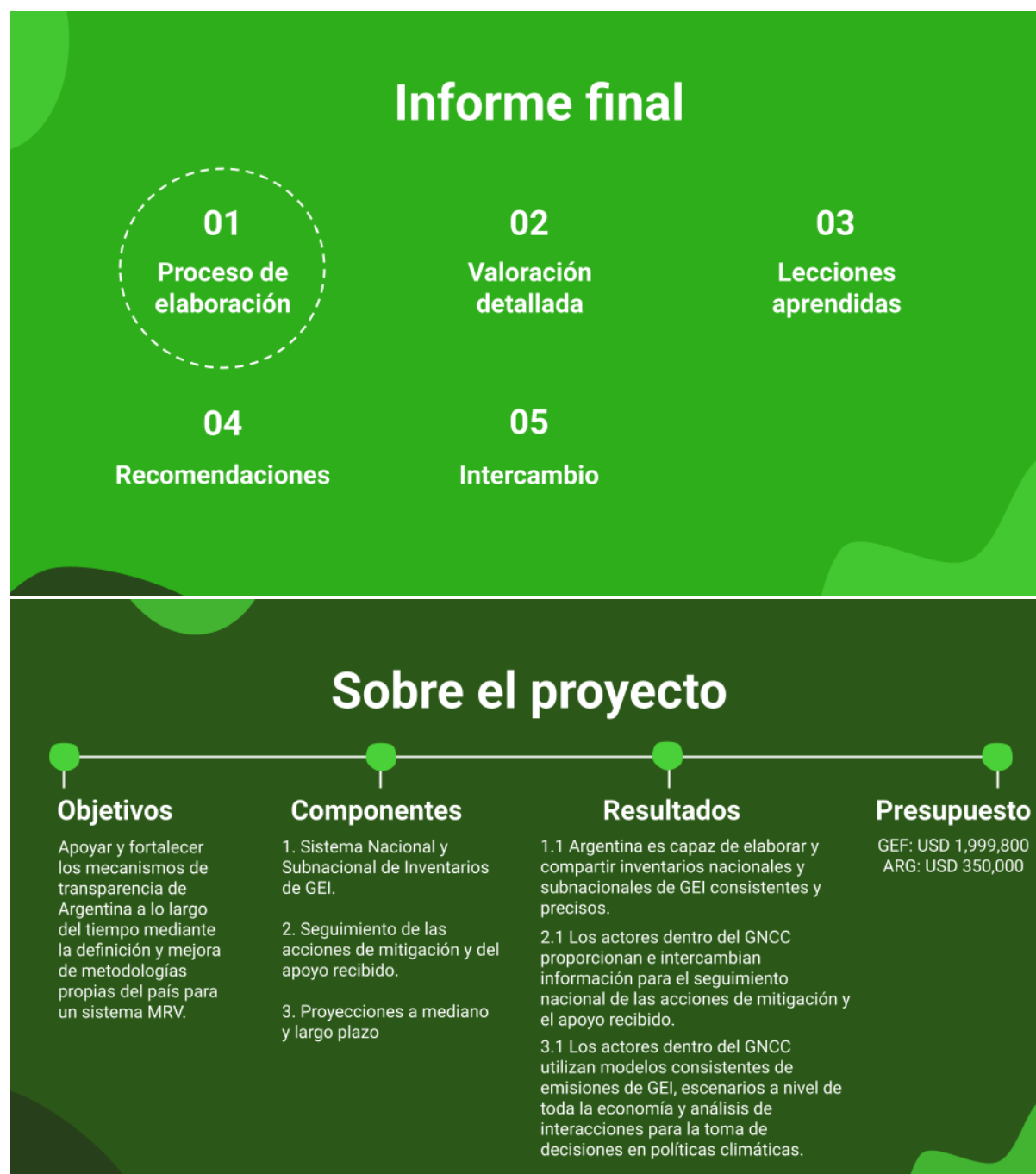
Lecciones
aprendidas

04

Recomendaciones

05

Intercambio



Contenido del Informe

Diseño	Dimensiones	Final	Criterios
Análisis de la calidad del diseño del proyecto.	(1) Contexto operativo (2) Preparación del proyecto (3) Relevancia estratégica (4) Resultados previstos y causalidad (5) Marco Lógico y Monitoreo (6) Arreglos de gobernanza y supervisión (7) Alianzas/ Socios (8) Aprendizaje, comunicación y difusión (9) Planificación Financiera / Presupuesto (10) Eficiencia (11) Identificación de riesgos y salvaguardas sociales (12) Sostenibilidad (13) Debilidades en el diseño del proyecto	Valoración participativa en profundidad del diseño, gestión, desempeño (relevancia, eficacia y eficiencia), resultados e impactos (reales y potenciales) y sostenibilidad del proyecto.	(1) Relevancia estratégica (2) Calidad del diseño del proyecto (3) Naturaleza del contexto externo (4) Eficacia (disponibilidad de productos; logro de resultados y probabilidad de impacto) (5) Gestión financiera (6) Eficiencia (7) Monitoreo y Reporte (8) Sostenibilidad (sociopolítica, financiera e institucional) (9) Factores que afectan el desempeño + cuestiones transversales

Escala de valoración: **ALTAMENTE SATISFACTORIO (AS)** | **SATISFACTORIO (S)** | **MODERADAMENTE SATISFACTORIO (MS)** | **MODERADAMENTE INSATISFACTORIO (MI)** | **INSATISFACTORIO (I)** | **ALTAMENTE INSATISFACTORIO (AI)**

Metodología: enfoque cualitativo y participativo

Técnicas

- I. **Revisión documental** de textos relevantes del proyecto;
- II. **12 entrevistas individuales** semiestructuradas;
- III. **3 grupos focales**, alcanzando a 19 personas;
- IV. **Retroalimentación de partes interesadas** (PNUMA, Gobierno) a los documentos producidos por el proceso de revisión.

Stakeholder	Organization	F		M		Total	
		Involved	Participated	Involved	Participated	Involved	Participated
Civil Society	Center of Studies of Energy Regulatory Activities	1.64%	3.23%	0.00%	0.00%	1.64%	3.23%
	CREA Civil Association	3.28%	0.00%	6.56%	0.00%	9.84%	0.00%
	FUNDACEN			1.64%	3.23%	1.64%	3.23%
	ProVivienda Social Foundation			3.28%	6.45%	3.28%	6.45%
	UBATEC University of Buenos Aires	6.56%	12.90%	0.00%	0.00%	6.56%	12.90%
Total CS		11.48%	16.13%	11.48%	9.68%	22.95%	25.81%
Government	Misiones			1.64%	3.23%	1.64%	3.23%
	Undersecretariat of Environment	32.79%	32.26%	27.87%	22.58%	60.66%	54.84%
Total Gov		32.79%	32.26%	29.51%	25.81%	62.30%	58.06%
Private	Argentine Petroleum and Gas Institute	1.64%	0.00%			1.64%	0.00%
	Net Zero Solutions	1.64%	3.23%	3.28%	3.23%	4.92%	6.45%
Total Priv		3.28%	3.23%	3.28%	3.23%	6.56%	6.45%
UNEP	UNEP Brasilia	1.64%	0.00%	1.64%	3.23%	3.28%	3.23%
	UNEP ROLAC Panama	3.28%	6.45%	1.64%	0.00%	4.92%	6.45%
Total UNEP		4.92%	6.45%	3.28%	3.23%	8.20%	9.68%
Total		52.46%	58.06%	47.54%	41.94%	100.00%	100.00%

Informe final



Valoración detallada (I/III)

Relevancia Estratégica	Altamente Satisfactoria	5.5
Alineación con los MTS, POW y Prioridades Estratégicas del PNUMA	Altamente Satisfactoria	6
Alineación con la prioridades estratégicas del Donante/GEF/Socios	Satisfactoria	5
Relevancia para las prioridades ambientales globales, regionales, subregionales y nacionales	Altamente Satisfactoria	6
Complementariedad con intervenciones existentes relevantes/coherencia	Satisfactoria	5
Calidad del diseño del proyecto	Satisfactorio	5
Naturaleza del contexto externo	Moderadamente desfavorable	
Efectividad	Satisfactoria	5
Disponibilidad de productos	Satisfactoria	5
Logro de resultados	Satisfactoria	5
Probabilidad de impacto	Probable	5

Valoración detallada (II/III)

Gestión financiera	Altamente Satisfactoria	5.33
Adhesión a las políticas y procedimientos financieros del PNUMA	Satisfactoria	5
Integridad de la información financiera del proyecto	Satisfactoria	5
Comunicación entre el personal de finanzas y gestión del proyecto	Altamente Satisfactoria	6
Eficiencia	Moderadamente Satisfactoria	4
Monitoreo y Reporte	Satisfactoria	5
Diseño y presupuesto de Monitoreo	Moderadamente Satisfactoria	4
Monitoreo de la implementación del proyecto	Satisfactoria	5
Reporte de proyecto	Altamente Satisfactoria	6
Sustentabilidad	Probabilidad moderada	3
Sustentabilidad socio política	Probabilidad moderada	3
Sustentabilidad financiera	Probabilidad moderada	4
Sustentabilidad institucional	Probabilidad moderada	4

Valoración detallada (III/III)

Factores que afectan el desempeño	Satisfactoria	4.61
Preparación y alistamiento	Satisfactoria	5
Calidad de la gestión y supervisión del proyecto	Satisfactoria	4.5
Participación y cooperación de las partes interesadas	Moderadamente Satisfactoria	4
Socios/Agencia de ejecución	Satisfactoria	5
Cooperación y participación de las partes interesadas	Moderadamente Satisfactoria	4
Responsabilidad con relación a derechos humanos y equidad de género	Moderadamente Satisfactoria	4
Salvaguardas ambientales y sociales	Satisfactoria	5
Apropiación y liderazgo nacional	Satisfactoria	5
Comunicación y sensibilización pública	Satisfactoria	5
Desempeño general	Satisfactorio	4.53

Informe final

01

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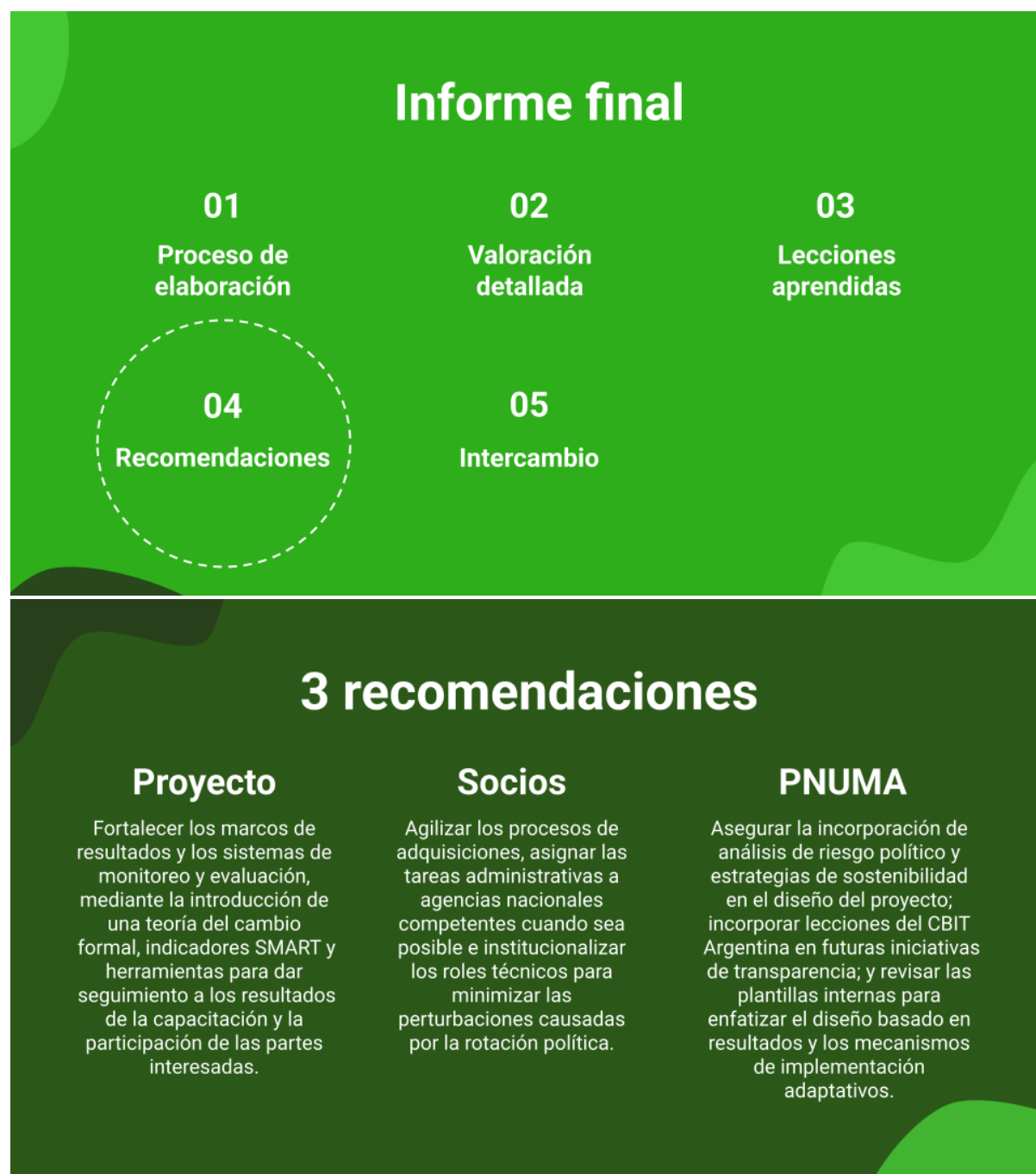
Recomendaciones

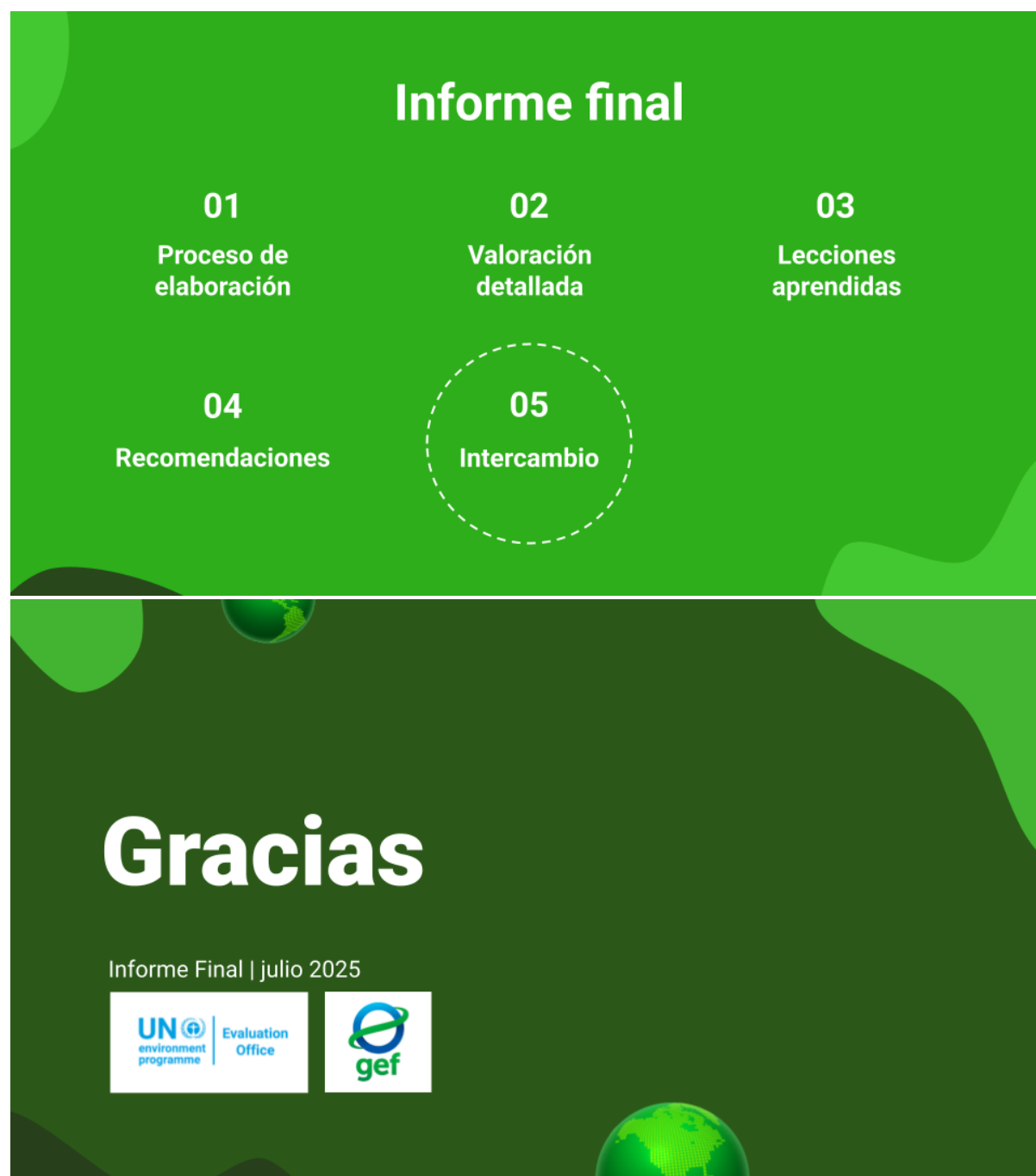
05

Intercambio

4 lecciones aprendidas

1. Los **productos con base técnica y adaptados localmente** tienen mayor probabilidad de **resistir cambios políticos y mantenerse en uso**.
2. La **sostenibilidad institucional requiere sistematización**: la documentación, los protocolos de incorporación y las herramientas de archivo son esenciales en contextos de alta rotación de personal.
3. El **desarrollo de capacidades tiene efectos indirectos**, ya que las personas capacitadas a través del Proyecto suelen migrar a otras instituciones, lo que **multiplica el impacto**.
4. La **participación temprana de los gobiernos subnacionales** mejora la **apropiación**, la **relevancia** y la **sostenibilidad** en los sistemas de gobernanza federal.





IX. Brief CV of the evaluator

Natalia Aquilino is a political scientist and evaluation specialist with extensive experience across government (Government of Argentina), international organizations (UN, UNDP, UNEP, ILO), civil society (CIPPEC, EvaluAR, ReLAC), and the high-tech private sector (Neoris, Telecom Personal). Over the course of her career, she has led multidisciplinary teams in Argentina and Latin America, overseeing expert knowledge in areas such as social and productive development, extractive industries, education, human security, and technology. She has been actively involved in intercultural research initiatives and has played key roles in leading change management processes across sectors.

Natalia has directed more than 30 evaluations—including impact, outcome, and process evaluations—designed monitoring and evaluation (M&E) systems, and provided strategic advice on evaluation policy throughout Latin America. Her research agenda focuses on the evaluability of public programs, M&E system design, policy influence strategies, and institutional accountability. A strong advocate for the institutionalization of evaluation, her recent peer-reviewed publication *“Strategy for Evaluation of the International Financing Policy in Argentina: Reflections on Its Results (2019–2023)”* reflects her contributions to the field.

Currently, Natalia works as an independent international evaluator. She serves as Vice-Coordinator of the Latin American and Caribbean Evaluation Network (ReLAC) and as Project Director and postgraduate professor at the Center for Social Innovation at the University of San Andrés (Argentina). She recently served as National Director of Monitoring and Evaluation at the Secretariat for Industrial Development within Argentina's Ministry of Economy (2022–2023). From 2020 to 2022, she advised the Secretariat of Strategic Affairs under the Office of the President on the development of Argentina's international cooperation evaluation policy. Between 2012 and 2022, she was Director of Monitoring and Evaluation at CIPPEC, one of Latin America's foremost public policy think tanks. Her earlier roles include UN Coordination Officer (2008–2012) and M&E Officer at UNDP Argentina (2002–2008).

In the private sector, she worked as Customer Relationship Manager at Neoris (2000–2002) and as Customer Leader at Telecom Italia Mobile (1997–2000) in Argentina.

Natalia teaches postgraduate courses in planning and evaluation at both national and international institutions, including the University of Bologna in Argentina (Italy), the University of San Andrés, and the National Universities of Buenos Aires, Entre Ríos, and Tucumán.

She is the founder and first president of the Argentinean Civil Association of Evaluators, a member of the Argentine Association for Public Administration Studies, and an active contributor to ReLAC.

X. Review ToRs

Terminal Review of the UNEP project "Strengthening Argentina's Transparency Framework on GHG Inventories and Mitigation GEF ID 9955"

Section 1: PROJECT BACKGROUND AND OVERVIEW

1. Project General Information

Table 1. Project summary

UNEP PIMS/SMA¹⁶ ID:	PS Project ID: SB-	SMA ID:
Donor ID:	GEFID 9955	
Implementing Partners:	Secretariat of Climate Change and Sustainable Development through the National Climate Change Directorate with execution support from the UN Environment Regional Office for Latin America and the Caribbean (ROLAC) & FUNDACEN	
SDG(s) and indicator(s)	SDG 13: Take urgent action to combat climate change and its impacts. Target 13.2: Integrate climate change measures into national policies, strategies and planning. Indicator 13.2.1: Number of countries with nationally determined contributions, long-term strategies, national adaptation plans, strategies as reported in adaptation communications and national communications Target 13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning. Indicator 13.3.2: Number of countries that have communicated the strengthening of institutional, systemic and individual capacity building to implement adaptation, mitigation and and technology transfer, and development actions.	
Sub-programme:	Climate change	Expected Accomplishment(s): Argentina complies with the requirements of the transparency framework under the Paris Agreement on Climate Change
UNEP approval date:	2019-08-13	Programme of Work Output(s): 1B,1C: 1.1;1.5; 1.3;1.6; 1.7; 1.8.
Expected start date:	2019-09-18	Actual start date: 2019-09-18
Planned operational completion date:	2023-08-31	Actual operational completion date: 2024-07-31
Planned total project budget at approval (show breakdown of individual sources/grants):	US\$ 1,999,800	Actual total expenditures reported: To be confirmed by Finance Team
Expected co-financing:	\$350,000	Secured co-financing¹⁷: \$350,000
First disbursement:	2019-09-30	Planned date of financial closure: 2025-07-31

¹⁶ Acronym for ID assigned by the Integrated Planning, Monitoring and Reporting (IPMR) system.

¹⁷ State whether co-financing amounts are cash or in-kind.

No. of project revisions:	5	Date of last approved project revision:	December 20 2024	
No. of Steering Committee meetings:	5	Date of last/next Steering Committee meeting:	Last: 2024-04-25	Next: N/A
Mid-term Review/ Evaluation¹⁸ (planned date):	N/A	Mid-term Review/ Evaluation (actual date):	N/A	
Terminal Review (planned date):	May 2025	Terminal Review (actual date):	May 2025	
Coverage - Country(ies):	Argentina	Coverage - Region(s):	National	
Dates of previous project phases:	N/A	Status of future project phases:	N/A	

2. Project Rationale¹⁹

The objective of this project is that Argentina complies with the requirements of the transparency framework under the Paris Agreement on Climate Change. It consists of the following three components, each focusing on different elements of the framework:

Under component 1, "National and subnational GHG inventory system" the project aimed to improve the quality of the national GHG inventory in line with the TACCC (Transparency, Accuracy, Consistency, Completeness, and Comparability) principles. For that, it produced an adapted version of sectorial templates, to gather and compile, in a timely and efficient way, bottom-up subnational inventory relevant data, considering inputs from the provinces and local data providers. Moreover, it developed local emission factors and parameters as well as compile more and updated data activities to better estimate GHG emissions.

Under component 2, "Domestic tracking of mitigation actions and support received", the project intends to provide tools and capacities to enhance and scale up the domestic MRV systems both to track mitigation actions and the support received. This system coupled with the national GHG inventory system, is the core instrument to locally implement the transparency framework created by article 13 of the Paris Agreement.

Under Component 3, "Medium and long-term projections", the project collaborated by increasing the local technical skills and capabilities, as well as with the generation of specialized inputs and sensitivity analysis tools that were used for the instruments of national climate change policy.

Key government partners that are involved in core activities of the project were: Government areas of Agriculture, Livestock and Fisheries, Transport, Strategic Affairs, Forestry, Consejo Federal de Medio Ambiente (COFEMA), Public Investment, International Financial Relations for Development, National Budget Office, Industry and Development, among others. Also, partners such as Buenos Aires University (UBA), Regional Consortium for Agricultural Experimentation (CREA), Fundación ProVivienda Social (FPVS), Instituto Argentino de Petróleo y Gas (IAPG), Instituto Nacional de Tecnología Industrial (INTI) and Coralia Environmental (CORALIAE S.R.L.) were implementing partners.

3. Project Results Framework

Project Components/ Programs	Financing Type²⁰	Project Outcomes	Project Outputs
1. National and subnational GHG inventory System		1.1 Argentina is able to elaborate and share consistent and accurate national and subnational GHG inventories.	1.1.1 Sectorial templates and consistency guidelines on data collection and reporting are developed and related trainings are provided for subnational level.

¹⁸ UNEP policies require projects with planned implementation periods of 4 or more years to have a mid-point assessment of performance. For projects under 4 years, this should be marked as N/A.

¹⁹ Grey = Info to be added

²⁰ Financing type can be either investment or technical assistance.

			1.1.2 Country-specific emission factors, data activity and parameters are developed/ enhanced for at least two sectors (Energy and AFOLU²¹). 1.1.3 Expanded information sharing and knowledge management platform on national and subnational GHG inventory are improved and put in place. 1.1.4 Peer exchange activities for experience sharing and local capacity building on GHG Inventory are conducted.
2. Domestic tracking of mitigation actions and support received		2.1 Stakeholders within the National Climate Change Cabinet provide and exchange information for domestic tracking of mitigation actions and support received.	2.1.1 Sectorial templates and guidelines on mitigation action tracking are developed and related trainings are provided. 2.1.2 Sectorial templates and guidelines on tracking of support received are developed and related trainings are provided.
3. Medium and long-term projections		3.1 Stakeholders within the National Climate Change Cabinet use consistent GHG emissions modeling, economy wide scenarios, and analysis of interactions for climate policy decision making.	3.1.1 Medium term models to evaluate the interactions between sectorial mitigation actions are developed (2020/2025/2030). 3.1.2 Economy-wide long-term modeling inputs and sensitivity analysis are developed (2030/2040/2050). 3.1.3 Peer exchange activities for experience sharing and local capacity building on Long-Term Strategies are conducted.

4. Executing Arrangements

UNEP is the GEF implementing agency of the CBIT project. UNEP is accountable to the GEF for the implementation of this project. This includes oversight of project execution to ensure that the project is being carried out in accordance with the agreed standards and provisions. UNEP is responsible for project approval and start-up, project supervision and oversight, and project completion and evaluation. UNEP is implementing more than 30 CBIT projects, including 11 CBIT projects in Latin America and the Caribbean and CBIT Global Coordination Platform. In this context, in acting as the implementing agency for this project it will ensure that the project builds on previous experiences and lessons learnt in the implementation of CBIT projects and will ensure coordination with regional activities and with the Global coordination Platform funded activities.

The Executing Agency of the project is the Government Secretariat of Environment and Sustainable Development of Argentina who will receive support from the UN Environment Regional Office for Latin America and the Caribbean (ROLAC) as per the country's request. ROLAC will receive and manage the funds (this includes being in charge of procurement and hiring processes) following the instructions from the Government Secretariat of Environment and Sustainable Development.

5. Project Cost and Financing

Project Components/ Programs	Project Outcomes		
		GEF Project Financing	Confirmed Co-financing
1. National and subnational GHG inventory System	1.1 Argentina is able to elaborate and share consistent and accurate national and subnational GHG inventories.	1,003,637	200,000

²¹ Agriculture, Forestry and Other Land Uses (AFOLU)

2. Domestic tracking of mitigation actions and support received	2.1 Stakeholders within the National Climate Change Cabinet provide and exchange information for domestic tracking of mitigation actions and support received.	228,557	100,000
3. Medium and long-term projections	3.1 Stakeholders within the National Climate Change Cabinet use consistent GHG emissions modeling, economy wide scenarios, and analysis of interactions for climate policy decision making.	585,806	0
Subtotal		1,818,000	300,000
PMC		181,800	50,000
TOTAL		1,999,800	350,000

6. Implementation Issues

The project underwent 5 Project Revisions and Extension, which extended the project to July 31st, 2024.

Section 2. OBJECTIVE AND SCOPE OF THE REVIEW

7. Objective of the Review

In line with the UNEP Evaluation Policy²² and the UNEP Programme and Project Management Manual²³, the Terminal Review (TR) is undertaken at operational completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The Review has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and the EA. Therefore, the Review will identify lessons of operational relevance for future project formulation and implementation, especially for future phases of the project, where applicable.

8. Key Review principles

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

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

Attribution, Contribution and Credible Association: In order to *attribute* any outcomes and impacts to a project intervention, one needs to consider the difference between what has happened with, and what would have happened without, the project (i.e. take account of changes over time and between contexts in order to isolate the effects of an intervention). This requires appropriate baseline data and the identification of a relevant counterfactual, both of which are frequently not available for reviews. Establishing the *contribution* made by a project in a complex change process relies heavily on prior intentionality (e.g. approved project design documentation, logical framework) and the articulation of

²² <https://wedocs.unep.org/handle/20.500.11822/41114>

²³ <https://wedocs.unep.org/20.500.11822/42752>

causality (e.g. narrative and/or illustration of the Theory of Change). Robust evidence that a project was delivered as designed and that the expected causal pathways developed supports claims of contribution and this is strengthened where an alternative theory of change can be excluded. A *credible association* between the implementation of a project and observed positive effects can be made where a strong causal narrative, although not explicitly articulated, can be inferred by the chronological sequence of events, active involvement of key actors and engagement in critical processes.

Communicating Review Results. A key aim of the Review is to encourage reflection and learning by UNEP staff and key project stakeholders. The consultant should consider how reflection and learning can be promoted, both through the review process and in the communication of review findings and key lessons. Clear and concise writing is required on all review deliverables. Draft and final versions of the main review report will be shared with key stakeholders by the UNEP Project Manager²⁴. There may, however, be several intended audiences, each with different interests and needs regarding the report. The consultant will plan with the UNEP Project Manager which audiences to target and the easiest and clearest way to communicate the key review findings and lessons to them. This may include some or all of the following: a webinar, conference calls with relevant stakeholders, the preparation of a review brief or interactive presentation.

9. Key Strategic Questions

In addition to the review criteria outlined in Section 10 below, the Review will address the **strategic questions**²⁵ listed below (no more than 5 questions are recommended). These are questions of interest to UNEP and to which the project is believed to be able to make a substantive contribution:

- (a) Did State and non-State actors adopt the ETF under the Paris Agreement, ensuring its long-term sustainability within national systems?
- (b) Did the project strengthen the transparency mechanisms of national institutions, ensuring their capacity for continuous domestic and international climate reporting?
- (c) Did State and non-State actors adopt the new tools developed by the project, and are there measures in place to ensure their future use and functionality?
- (d) Was the project executed efficiently, with a focus on enhancing institutional capacity for the long-term sustainability of climate data systems?

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

10. Review Criteria

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

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

A. Strategic Relevance

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

²⁴ For GEF funded projects, UNEP Project Manager refers to the Task Manager.

²⁵ The strategic questions should not duplicate questions that will be addressed under the standard review criteria described in section 10.

i. Alignment to the UNEP's Medium-Term Strategy²⁶ (MTS), Programme of Work (POW) and Strategic Priorities

The Review should assess the project's alignment with the MTS and POW under which the project was approved and include, in its narrative, reflections on the scale and scope of any contributions made to the planned results reflected in the relevant MTS and POW. UNEP strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building²⁷ (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology and knowledge between developing countries.

ii. Alignment to Donor/Partner Strategic Priorities

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

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

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

iv. Complementarity with Relevant Existing Interventions/Coherence²⁸

An assessment will be made of how well the project, either at design stage or during the project inception or mobilization²⁹, took account of ongoing and planned initiatives (under the same sub-programme, other UNEP sub-programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups. The Review will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Examples may include work within Cooperation Frameworks or One UN programming. Linkages with other interventions should be described and instances where UNEP's comparative advantage has been particularly well applied should be highlighted.

Adaptation Fund	To encourage utilization, each review should optimize <u>relevance</u> by ensuring (i) that the primary intended users of the evaluation and their intended uses are clearly identified and engaged at the beginning of the evaluation process; (ii) that "intended users" include funding, implementing, and beneficiary stakeholders; and (iii) that evaluators ensure these intended users contribute to decisions about the evaluation process.
Green Climate Fund	<u>Coherence</u> in climate finance delivery with other multilateral entities.

²⁶ 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 *POW Direct Outcomes*, of the Sub-programmes. <https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents>

²⁷ <http://www.unep.fr/ozonaction/about/bsp.htm>

²⁸ This sub-category is consistent with the new criterion of 'Coherence' introduced by the OECD-DAC in 2019.

²⁹ 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.

B. Quality of Project Design

The quality of project design is assessed using an agreed template during the review inception phase. Ratings are attributed to identified criteria and an overall Project Design Quality rating is established. The complete Project Design Quality template should be annexed in the Review Inception Report. Later, the overall Project Design Quality rating³⁰ should be entered in the final review ratings table (as item B) in the Main Review Report and a summary of the project's strengths and weaknesses at design stage should be included within the body of the Main Review Report.

C. Nature of External Context

At review inception stage a rating is established for the project's external operating context (considering the prevalence of conflict, natural disasters and political upheaval³¹). This rating is entered in the final review ratings table as item C. Where a project has been rated as facing either an *Unfavourable* or *Highly Unfavourable* external operating context, and/or a negative external event has occurred during project implementation, the ratings for Effectiveness, Efficiency and/or Sustainability may be increased at the discretion of the Review Consultant and UNEP Project Manager together. A justification for such an increase must be given.

D. Effectiveness

i. Availability of Outputs³²

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

ii. Achievement of Project Outcomes³³

The achievement of project outcomes is assessed as performance against the project outcomes as defined in the reconstructed³⁴ Theory of Change. These are outcomes that are intended to be achieved by the end of the project timeframe and within the project's resource envelope. Emphasis is placed on the achievement of project outcomes that are most important for attaining intermediate states. As with outputs, a table can be used to show where substantive amendments to the formulation of project outcomes is necessary to allow for an assessment of performance. The Review should report evidence of attribution between UNEP's intervention and the project outcomes. In cases of normative work or where several actors are collaborating to achieve common outcomes, evidence of the nature and

³⁰ In some instances, based on data collected during the review process, the assessment of the project's design quality may change from Inception Report to Main Review Report.

³¹ Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management of the project team. From March 2020 this should include the effects of COVID-19.

³² Outputs are the availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities and awareness of individuals or within institutions (UNEP, 2023)

³³ Outcomes are the change at institutional level, or changes in behaviors, attitudes or conditions achieved from the use (i.e., uptake, adoption, application) of outputs by intended beneficiaries (UNEP, 2023) (UNEP, 2023)

³⁴ UNEP staff are currently required to submit a Theory of Change with all submitted project designs. The level of 'reconstruction' needed during a review will depend on the quality of this initial TOC, the time that has lapsed between project design and implementation (which may be related to securing and disbursing funds) and the level of any formal changes made to the project design. In the case of projects pre-dating 2016 the intervention logic is often represented in a logical framework and a TOC will need to be constructed in the inception stage of the review.

magnitude of UNEP's 'substantive contribution' should be included and/or 'credible association' established between project efforts and the project outcomes realised.

iii. Likelihood of Impact

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

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

The Review will consider the extent to which the project has played a catalytic role³⁵ or has promoted scaling up and/or replication as part of its Theory of Change (either explicitly as in a project with a demonstration component or implicitly as expressed in the drivers required to move to outcome levels) and as factors that are likely to contribute to greater or long-lasting impact.

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

Adaptation Fund	The Review should consider, under Effectiveness, the extent to which the evaluand is reaching Strategic Results Framework indicator targets.
Adaptation Fund	The Review should consider, under Effectiveness, the extent to which the intervention demonstrates that Climate Change Adaptation can be increased or replicated at a broader scale, as well as in other contexts.
Green Climate Fund	The Review should consider, under Effectiveness, the project's <u>Innovativeness</u> in result areas – the extent to which interventions may lead to paradigm shift towards low-emission and climate-resilient development pathways.
Global Environment Facility	The Review should consider, under Effectiveness, the extent to which the evaluand is reaching Core Indicator targets (from GEF-6 onwards).
Global Environment Facility	The Review will determine, under Effectiveness, the project's <u>additionality</u> by comparing the benefits of GEF support to a scenario without GEF support. It will identify specific areas where GEF support has contributed additional results and what these additional results were. It will provide quantitative and qualitative evidence to support the findings.

E. Financial Management

³⁵ The terms catalytic effect, scaling up and replication are inter-related and generally refer to extending the coverage or magnitude of the effects of a project. Catalytic effect is associated with triggering additional actions that are not directly funded by the project – these effects can be both concrete or less tangible, can be intentionally caused by the project or implied in the design and reflected in the TOC drivers, or can be unintentional and can rely on funding from another source or have no financial requirements. Scaling up and Replication require more intentionality for projects, or individual components and approaches, to be reproduced in other similar contexts. Scaling up suggests a substantive increase in the number of new beneficiaries reached/involved and may require adapted delivery mechanisms while Replication suggests the repetition of an approach or component at a similar scale but among different beneficiaries. Even with highly technical work, where scaling up or replication involves working with a new community, some consideration of the new context should take place and adjustments made as necessary.

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

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

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

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

The Review will give special attention to efforts made by the project teams during project implementation to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities³⁶ with other initiatives, programmes and projects etc. to increase project efficiency.

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

G. Monitoring and Reporting

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

i. Monitoring Design and Budgeting

Each project should be supported by a sound monitoring plan that is designed to track progress against SMART³⁷ results towards the provision of the project's outputs and achievement of project outcomes, including at a level disaggregated by gender, marginalisation or vulnerability, including those living with disabilities. In particular, the Review will assess the relevance and appropriateness of the project indicators as well as the methods used for tracking progress against them as part of conscious results-

³⁶ Complementarity with other interventions during project design, inception or mobilization is considered under Strategic Relevance above.

³⁷ SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.

based management. The Review will assess the quality of the design of the monitoring plan as well as the funds allocated for its implementation. The adequacy of resources for Mid-Term and Terminal Evaluation/Review should be discussed, where applicable.

ii. Monitoring of Project Implementation

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

iii. Project Reporting

UNEP has a centralised project information management system³⁸ in which project managers upload six-monthly progress reports against agreed project milestones. This information will be provided to the Review Consultant(s) by the UNEP Project Manager. Some projects have additional requirements to report regularly to funding partners, which will be supplied by the project team. The Review will assess the extent to which both UNEP and donor reporting commitments have been fulfilled. Consideration will be given as to whether reporting has been carried out with respect to the effects of the initiative on disaggregated groups.

Global Environment Facility	For internally executed projects the Review Consultant should review the quality of regular reports and confirm they have been submitted on a timely basis.
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H. Sustainability

Sustainability³⁹ is understood as the probability of the benefits derived from the achievement of project outcomes being maintained and developed after the close of the intervention. The Review will identify and assess the key conditions or factors that are likely to undermine or contribute to the endurance of achieved project outcomes (i.e. 'assumptions' and 'drivers'). Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. Where applicable an assessment of bio-physical factors that may affect the sustainability of direct project outcomes may also be included.

i. Socio-political Sustainability

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

ii. Financial Sustainability

Some project outcomes, once achieved, do not require further financial inputs, e.g. the adoption of a revised policy. However, in order to derive a benefit from this outcome further management action may still be needed e.g. to undertake actions to enforce the policy. Other project outcomes may be dependent on a continuous flow of action that needs to be resourced for them to be maintained, e.g.

³⁸ Prior to 2022 it was the Project Information Management System (PIMS) and from 2022 UNEP has the Integrated Planning Monitoring and Reporting (IPMR) solution.

³⁹ As used here, 'sustainability' means the long-lasting maintenance of outcomes and consequent impacts, whether environmental or not. This is distinct from the concept of sustainability in the terms 'environmental sustainability' or 'sustainable development', which imply 'not living beyond our means' or 'not diminishing global environmental benefits' (GEF STAP Paper, 2019, Achieving More Enduring Outcomes from GEF Investment)

continuation of a new natural resource management approach. The Review will assess the extent to which project outcomes are dependent on future funding for the benefits they bring to be sustained. Secured future funding is only relevant to financial sustainability where the project outcomes have been extended into a future project phase. Even where future funding has been secured, the question still remains as to whether the project outcomes are financially sustainable.

iii. Institutional Sustainability

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

Adaptation Fund	The Review should consider, under <u>Human and ecological sustainability and security</u> – the extent to which the intervention is likely to generate continued positive or negative, intended and unintended impacts beyond its lifetime, taking into consideration, social, institutional, economic, and environmental systems. Is the intervention sensitive to conflict and fragility, i.e., to what extent does it consider the political context and the sharing of natural resources? Is it contributing towards targeted communities' livelihoods and to the health or well-being of the ecosystems on which they depend?
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I. Factors Affecting Project Performance and Cross-Cutting Issues

i. Preparation and Readiness

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

ii. Quality of Project Management and Supervision

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

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

Adaptation Fund	The Review should consider the extent to which the evaluand was <u>adapted in response to lessons and reflections during implementation</u> ; and the extent to which the intervention supported the use, development, or diffusion of innovative practices, tools, or technologies to improve or accelerate Climate Change Adaptation.
Global Environment Facility	For internally executed projects the Review Consultant should review whether the segregation of responsibilities met the GEF requirements ⁴⁰ (the GEF Agency must separate its project implementation and execution duties and establish each of the following: (a) A satisfactory institutional arrangement

⁴⁰ GEF Minimum Fiduciary Standards: Separation of Implementation and Execution Functions in GEF Partner Agencies (2019).

	for the separation of implementation and executing functions in different departments of the GEF Agency; and (b) Clear lines of responsibility, reporting and accountability within the GEF Agency between the project implementation and execution functions.
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iii. Stakeholder Participation and Cooperation

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

iv. Responsiveness to Human Rights and Gender Equality

The Review will ascertain to what extent the project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People. Within this human rights context the Review will assess to what extent the intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment⁴¹.

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

Adaptation Fund	The Review should consider the extent to which the project's design and implementation includes input of the designated authority (DA) and vulnerable groups such as women, youth, persons with disability, Indigenous Peoples, minorities, and other potentially marginalized groups or locations. It also encompasses the degree to which the intervention reduced or perpetuated inequalities, and how equitably benefits were accrued to vulnerable groups.
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Note that the project's effect on equality (i.e. promoting human rights, gender equality and inclusion of those living with disabilities and/or belonging to marginalised/vulnerable groups) should be included within the TOC as a general driver or assumption where there is no dedicated result within the results framework. If an explicit commitment on this topic is made within the project document then the driver/assumption should also be specific to the described intentions.

v. Environmental and Social Safeguards

UNEP projects address environmental and social safeguards primarily through the process of environmental and social screening at the project approval stage, risk assessment and management (avoidance, or mitigation of potential environmental and social risks and impacts associated with

⁴¹ The Evaluation Office notes that Gender Equality was first introduced in the UNEP Project Review Committee Checklist in 2010 and, therefore, provides a criterion rating on gender for projects approved from 2010 onwards. Equally, it is noted that policy documents, operational guidelines and other capacity building efforts have only been developed since then and have evolved over time. https://wedocs.unep.org/bitstream/handle/20.500.11822/7655/-Gender_equality_and_the_environment_Policy_and_strategy-2015Gender_equality_and_the_environment_policy_and_strategy.pdf.pdf?sequence=3&isAllowed=y

project and programme activities. The Review will confirm whether UNEP requirements⁴² were met to: *review* risk ratings on a regular basis; *monitor* project implementation for possible safeguard issues; *respond* (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and *report* on the implementation of safeguard management measures taken. UNEP requirements for proposed projects to be screened for any safeguarding issues; for sound environmental and social risk assessments to be conducted and initial risk ratings to be assigned, are reviewed above under Quality of Project Design).

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

vi. Country Ownership and Driven-ness

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

vii. Communication and Public Awareness

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

Section 3. REVIEW APPROACH, METHODS AND DELIVERABLES

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

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

- (a) A **desk review** of:
 - Relevant background documentation;

⁴² For the review of project concepts and proposals, the Safeguard Risk Identification Form (SRIF) was introduced in 2019 and replaced the Environmental, Social and Economic Review note (ESERN), which had been in place since 2016. In GEF projects safeguards have been considered in project designs since 2011.

- Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), the logical framework and its budget;
 - Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence and any other monitoring materials etc.;
 - Project deliverables (detailed list available in the project document and workplan);
 - Evaluations/Reviews of similar projects.
- (b) **Interviews** (individual or in group) with:
- UNEP Task Manager;
 - Project management team;
 - UNEP Administrative Officer (AO);
 - Project partners;
 - Relevant resource persons.
 - Representatives from civil society and specialist groups (such as women's, farmers and trade associations etc.) as they apply to the project.
- (c) **Surveys (as appropriate)**
- (d) **Field visits**
- (e) **Other data collection tools**

11. Review Deliverables and Review Procedures

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

- **Inception Report: (see Annex 3 of these TOR)** containing an assessment of project design quality, a draft reconstructed Theory of Change of the project, project stakeholder analysis, review framework and a tentative review schedule.
- **Preliminary Findings Note:** typically in the form of a PowerPoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings.
- **Draft Review Report: (See Annex 4 of these TOR)** containing an Executive Summary that can act as a stand-alone document; detailed analysis of the review findings organised by review criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.
- **Final Review Report: (See Annex 4 of these TOR)** containing an Executive Summary that can act as a stand-alone document; detailed analysis of the review findings organised by review criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.

A **Review Brief** (a 2-page overview of the evaluand and review findings) for wider dissemination through the UNEP website may be required. This will be discussed with the UNEP Project Manager no later than during the finalization of the Inception Report.

Review of the Draft Review Report. The Review Consultant will submit a draft report to the UNEP Project Manager and revise the draft in response to their comments and suggestions. The UNEP Project Manager will then forward the revised draft report to other project stakeholders, for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions as well as providing feedback on the proposed recommendations and lessons. Any comments or responses to draft reports will be sent to the UNEP Project Manager for

consolidation. The UNEP Project Manager will provide all comments to the Review Consultant for consideration in preparing the final report, along with guidance on areas of contradiction or issues requiring an institutional response.

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

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

12. The Review Consultant

The Review Consultant will work under the overall responsibility of the UNEP Task Manager Loana Vega, with the support of the Project Specialist Federico Geli, and in consultation with the Administrative Officer Fatma Twahir, the Head of Unit Asher Lessels and the Sub-programme Coordinators of the Climate Action UNEP Sub-programme.

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

The Review Consultant will be responsible, in close consultation with the UNEP Project Manager, for overall quality of the review and timely delivery of its outputs, described above in Section 11 Review Deliverables, above. The Review Consultant will ensure that all review criteria and questions are adequately covered.

13. Schedule of the Review

The table below presents the tentative schedule.

Table 3. Tentative schedule for the Review

Milestone	Tentative Dates
Inception Report	May
Review Mission	May
E-based interviews, surveys etc.	May-June
PowerPoint/presentation on preliminary findings and recommendations	July
Draft Review Report to UNEP Project Manager	August
Draft Review Report shared with wider group of stakeholders	August
Final Main Review Report	October
Final Main Review Report submitted to the UNEP Evaluation Office for validation and quality assessment	October
Final Main Review Report shared with all respondents	November

14. Contractual Arrangements

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

Fees will be paid on an instalment basis, paid on acceptance and approval by the UNEP Project Manager of expected key deliverables. The schedule of payment is as follows (please refer to contract).

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

The consultant may be provided with access to UNEP's information management systems (e.g. PIMS, IPMR, Anubis, SharePoint, etc.) and, if such access is granted, the consultants agree not to disclose information from that system to third parties beyond information required for, and included in, the Review Report.

In case the consultant is not able to provide the deliverables in accordance with these guidelines, and in line with the expected quality standards by the UNEP Project Manager, payment may be withheld at the discretion of the Head of Branch/Unit until the consultants have improved the deliverables to meet UNEP's quality standards.

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

XI. GEF Portal Inputs (For GEF funded projects)

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

Table II: GEF portal inputs

Question: What was the performance at the project's completion against Core Indicator Targets? (For projects approved prior to GEF-7^[1], these indicators will be identified retrospectively and comments on performance provided^[2]).
Response: For GEF Core Indicator 11, <i>"People benefitting from GEF-financed investments"</i>, the Project set a target of 300 beneficiaries: 150 women and 150 men. At completion, the PIR 2024 reported a total of 1,595 participants, thus exceeding the original target. However, comprehensive monitoring of sex-disaggregated data was not systematically ensured. Available records indicate that at least 464 women and 385 men benefited from gender-related training sessions and other project activities, but complete disaggregation could not be established for all beneficiaries.
Question: What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR? <i>(This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval)</i>
Response: Stakeholder participation and cooperation emerged as one of the CBIT Project's key strengths, particularly in terms of institutional diversity and the quality of exchanges fostered throughout implementation. The Project engaged national and subnational government actors, technical institutes, academia, civil society, and international partners through workshops, training sessions (both virtual and in-person), co-creation spaces for tools, technical meetings, and consultations for specific studies. Active collaboration with the National Climate Change Directorate and sectoral ministries enabled the integration of CBIT deliverables into national reports (BUR5, forthcoming BTR1) and strategic instruments such as the Long-Term Strategy (LTS) and the National Strategy on Carbon Markets. At the national level, the Project worked closely with a broad range of ministries (Agriculture, Energy, Transport, Production, Public Works, Environment, Economy, Science and Technology, and the Budget Office), technical institutes (INTA, INTI, National Geographic Institute), and sectoral experts (GHG inventories, gender, finance, land use, soils, forestry). Academic institutions (UBA, UNLP, UTN Rosario) and civil society organizations (e.g., Fundación ProVivienda Social) also contributed. At the subnational level, engagement was strengthened through COFEMA and direct support to provinces, which allowed for tailored responses to specific contexts and needs. Nevertheless, some limitations persisted. Private sector actors, although identified in the stakeholder map, were not actively involved, representing a missed opportunity to broaden ownership and ensure alignment with potential end-users from the productive sectors. Likewise, although governance structures such as the NCCC and the Project Steering Committee remained functional despite political turnover, stakeholder participation during the Terminal Review was

limited, with only one provincial representative consulted and no interviews with sectoral representatives at the national level.

Overall, stakeholder engagement showed substantial progress during implementation and was critical to ensuring institutional commitment and technical integration. However, weaknesses in private sector involvement and lack of participation from sectoral representatives in the evaluation reduced the scope of ownership and limited the evaluability of certain outcomes. Future projects would benefit from strengthening these elements from the design stage.

Question: What were the completed gender-responsive measures and, if applicable, actual gender result areas? *(This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent)*

Response:

The CBIT Argentina Project included a clear **commitment to gender equality** from the design phase, as reflected in its alignment with SDG 5 and its objective of ensuring women's full participation and leadership in climate governance. Although no formal gender action plan was developed, the Project Document outlined gender equity goals - such as 50/50 participation in Project activities, sex-disaggregated data and gender-related outputs.

During implementation, the Project implemented a broad range of **gender-responsive activities**, with varying levels of execution.

A **gender expert** was engaged and supported the Project throughout its lifecycle. Her contributions included:

- **Conducting 15 training sessions on gender and climate change**, reaching 559 participants, including technical staff from national and subnational governments.
- **Analyzing two mitigation measures** (in the AFOLU and Energy sectors) to estimate their GHG emission reduction potential and recommend actions to reduce gender gaps.
- **Developing tools and guidance** for integrating gender into climate finance tracking, reflected in Chapter 4 of BUR4 and BUR5.
- Providing **recommendations for mainstreaming gender into mitigation and adaptation measures** in the AFOLU and Energy sectors, aligned with the National Climate Change Plan.
- Supporting the **integration of gender equity into measures under the National Climate Change Cabinet**.
- Producing several technical documents and guidelines, including:
 - A **gender impact study** proposing methodological tools to design gender-responsive climate policies (Deliverable 2.1.6.1).
 - A **synthesis report** on gender mainstreaming in the Long-Term Strategy (LTS) and the National Climate Change Plan, aligned with recommendations from the NCCC Gender Working Group (Deliverable 2.1.6.2).
 - A **technical analysis** of mitigation measures and the feasibility of disaggregating GHG reduction potential, with gender-transformative recommendations (Deliverable 2.1.6.3).
- Recommendations for **mainstreaming gender in Project activities**.

These efforts contributed to institutional learning, informed key planning instruments, and strengthened Argentina's national climate governance from a gender perspective.

Nonetheless, certain challenges remained. Sex-disaggregated monitoring of beneficiaries was partial: while the PIR 2024 reported 1,595 beneficiaries, only 464 women and 385 men could be confirmed. Moreover, gender mainstreaming, though strong in specific outputs, was not fully integrated across all Project components.

Overall, the Project delivered meaningful and technically sound gender-responsive measures, significantly enhancing Argentina's climate governance from a gender perspective. However, the absence of a formal gender action plan suggests that the Project fell short of a fully mainstreamed, gender-based approach.

Question: What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. *(Any supporting documents gathered by the Consultant during this review should be shared with the Task Manager for uploading in the GEF Portal)*

Response:

The CBIT Argentina Project was classified as **low-risk in terms of environmental and social safeguards**, as its activities were primarily desk-based and did not involve infrastructure, fieldwork, or direct interaction with natural resources or communities. Consequently, no specific safeguard plans were required, and no new risks emerged during implementation. According to all PIRs, there were no complaints or actual or potential negative impacts on people or the environment throughout the life of the Project.

Question: What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions? *(This should be based on the documentation approved at CEO Endorsement/Approval)*

Response:

The CBIT Argentina Project implemented a broad set of communication and knowledge-sharing actions targeting both institutional partners and the wider public. In line with UNEP's evaluation criteria, these efforts can be categorized into two complementary areas: **(a) communication of learning and experience sharing among project partners and interested stakeholders**, and **(b) public awareness activities** aimed at influencing attitudes or behaviours among broader communities and civil society.

Regarding the first area, over the course of implementation, the Project conducted **49 workshops**, delivered in virtual, in-person, or hybrid formats. These covered topics such as gender and climate policy, subnational GHG inventories, MRV systems, land representation, carbon markets, and transparency tools. In addition to national capacity-building, the Project participated in **regional and international knowledge exchanges**, including webinars with CBIT Panama and CBIT-GSP and the launch of UNEP's "Transparency Pathways Report." These platforms helped systematize and

disseminate lessons learned, and positioned Argentina within broader regional conversations on climate transparency.

Another key mechanism for experience sharing were the **five Project Steering Committee meetings**, held between 2019 and 2024. These meetings were used to present progress updates across the Project's components, highlight technical deliverables, and engage representatives from sectoral ministries and agencies. The meetings contributed to inter-institutional coordination, promoted internal transparency, and created opportunities for joint reflection on implementation challenges and priorities.

In terms of **public awareness efforts**, the Project focused on translating technical outputs into accessible formats for non-specialist audiences. From 2023 onwards, the communication strategy was strengthened through the **hiring of a communication and design consultant**. Her responsibilities included the development and implementation of communication and design strategies for CBIT Argentina and the National Climate Change Directorate. This led to the creation of **digital campaigns, audience segmentation strategies, and the design of visual communication materials**. A significant achievement was the production of the "**booklet**", a publication aimed at translating complex technical content into more accessible formats for non-specialist audiences.

The Project also **updated Argentina's National GHG Inventory Platform** (<https://inventariogei.ambiente.gob.ar>), improving usability and public access to data, methodologies, and tools. This platform became a cornerstone of the country's transparency infrastructure and a valuable channel for communicating results and methodologies to the wider public and technical audiences alike.

Moreover, the Project **produced and distributed materials related to BUR4 and BUR5** during in-person events, aiming to strengthen public understanding of climate reporting frameworks and improve institutional knowledge management.

Despite these achievements, some limitations remain. The communication team was **relatively small** given the **volume and complexity of content** produced by the Project. According to interviewees, this sometimes affected the timeliness and coverage of dissemination efforts. Additionally, **broader public outreach was limited**; there is no evidence of mass media strategies, engagement with civil society organizations, or targeted awareness campaigns beyond technical stakeholders. The Project also **did not report formal communication feedback mechanisms** or monitoring systems to assess communication effectiveness. Similarly, there is no evidence that communication efforts systematically incorporated the differentiated needs of marginalized groups, including women.

In summary, CBIT Argentina made notable investments in communication, especially in translating technical outputs into accessible formats and updating digital platforms. These efforts were particularly effective in reaching institutional and sectoral audiences. However, public outreach and engagement beyond governmental and technical stakeholders remained limited, and a more inclusive communication strategy could have further enhanced awareness and behavioral change across society.

Question: What are the main findings of the evaluation?

Response:

Key findings of the evaluation:

- **Relevance and Coherence:** The Project was found to be highly relevant, aligning closely with UNEP's Medium-Term Strategy, GEF priorities, and Argentina's national climate policies. It addressed critical institutional gaps and supported the country's formal commitments under the Paris Agreement.
- **Effectiveness:** The Project achieved its planned outputs, including tools for GHG inventories, emissions projections, climate finance tracking, and reporting templates. These were integrated into official processes (BUR5, BTR1, LTS, and the National Climate Change Plan) and widely valued for their technical robustness.
- **Efficiency:** While the Project used resources strategically, delays in procurement and administrative bottlenecks (especially within UNEP/ROLAC procedures) undermined the timeliness of implementation. The absence of a specifically assigned administrative role within the PMU further constrained technical coordination.
- **Sustainability:** Outputs remain in use and relevant, particularly within the Secretariat of Climate Change and Sustainable Development, but long-term institutionalization is threatened by political factors, high staff turnover and limited funding.
- **Stakeholder Engagement and Gender:** The Project engaged a broad range of stakeholders and implemented several gender-responsive activities, however, gender considerations were not systematically integrated into design or monitoring frameworks.

[1] The GEF is currently operating under the seventh replenishment period of the GEF Trust Fund covering the period July 1, 2018 to June 30, 2022. The GEF Portal Reporting Guide for FY20 Reporting Process indicates that GEF-6 projects that have yet to map existing indicators to GEF-7 Core Indicators need to do so at MTR stage or (if already there) at the time of the TE. (i.e. not GEF projects approved before GEF-6)

[2] This is not applicable for Enabling Activities

XII. Implementation plan of recommendation

Project Title and Reference No.: Strengthening Argentina's Transparency Framework on GHG Inventories and Mitigation (GEF ID 9955)

Contact Person (TM/PM): Loana Vega- Asher Lessels - UNEP Climate Change Division, Mitigation Branch- GEF Climate Mitigation Unit

RECOMMENDATIONS	PLANS			
	ACCEPTED (YES/NO/PARTIALLY)	WHAT WILL BE DONE?	EXPECTED COMPLETION DATE	RESPONSIBLE OFFICER/ UNIT/ DIVISION/ AGENCY
1- Strengthen the results framework and monitoring systems from the outset.	Yes	UNEP has taken this recommendation into account in the design of the new CBIT proposals. New CBIT projects include a strong Theory of Change, a coherent Results Framework with accurate indicators and structured monitoring and evaluation plans.	2026	CCM Unit, Climate Change Division, UNEP
2- Separate technical and administrative roles within the Project Management Unit (PMU).	Yes	UNEP has taken this recommendation into account in the design of the new CBIT proposals. New CBIT projects have separate roles for technical coordination and administrative support, allowing technical coordinators to lead stakeholder engagement, policy dialogue, and technical supervision. This division of roles would improve efficiency, reduce burnout, and enhance implementation quality.	2026	CCM Unit, Climate Change Division, UNEP

RECOMMENDATIONS	PLANS			
	ACCEPTED (YES/NO/ PARTIALLY)	WHAT WILL BE DONE?	EXPECTED COMPLETION DATE	RESPONSIBLE OFFICER/ UNIT/ DIVISION/ AGENCY
3- Strengthen stakeholder mapping and contact management systems from the outset.	Yes	Future projects will develop and maintain a stakeholder map and contact database to ensure institutional memory and continuous engagement throughout the project cycle, despite turnover. This will help preserve key institutional perspectives for evaluations. It will also enable terminal reviews to engage past and current stakeholders more effectively.	2026	CCM Unit, Climate Change Division, UNEP Project Team
4- Simplify and localize procurement and contracting procedures whenever possible	Yes	UNEP will no further serve as Executing Agency due to the change in its delivery model and lessons learned. New institutional arrangements have been developed that allow more flexible and timely responses to implementation needs. It will also help reduce delays caused by misalignments between UNEP's procurement protocols and local economic dynamics.	2026	CCM Unit, Climate Change Division, UNEP
5- Improve political risk assessment and sustainability planning at the design stage.	Yes	UNEP is actively supporting Argentina's efforts to design a follow-up CBIT project that will integrate risk-mitigation measures into their design. Stakeholder mapping and early engagement across sectors and government levels will help anchor projects institutionally. This will reduce vulnerability to political changes and strengthen long-term impact.	2026	CCM Unit, Climate Change Division, UNEP
6- Use the CBIT experience to improve internal learning and future programming.		UNEP is using an adjusted standard project design template for developing new CBIT projects. Technical components and results framework have been strengthened.		

XIII. Quality assessment of the Terminal Review Report

Review Title: Strengthening Argentina's Transparency Framework on GHG Inventories and Mitigation' (GEF ID 9955) 2019 – 2024

Consultant: Natalia Aquilino

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 <u>summary</u> of the main review product, especially for senior management. To include: • concise overview of the review object • clear summary of the review objectives and scope • overall review rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria • reference to where the review ratings table can be found within the report • summary response to key strategic review questions • summary of the main findings of the exercise/synthesis of main conclusions • summary of lessons learned and recommendations.	Final report (coverage/omissions): Most of the required elements are addressed. Final report (strengths/weaknesses): Provides a concise overview of the project and of the review scope, method and criteria. Summarizes performance judgments across major criteria (relevance, effectiveness, efficiency, sustainability, gender/stakeholder engagement). The explicit overall project rating value is not stated in the Executive Summary. The reader must consult Section 6.2 for the annotated ratings table. There is no summary response to key strategic review questions.	4.5
Quality of the 'Introduction' Section Purpose: introduces/<u>situates</u> 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): Most required elements are addressed. Final report (strengths/weaknesses): Clear framing of the evaluation's dual accountability/learning purpose and coverage. Concerning the institutional context of the project, the GEF Climate Mitigation Unit is not mentioned, but it is under section 3.4. Also, while the UNEP results frameworks to which it contributes (e.g. POW Direct Outcome) is not indicated in the section, it is covered under the Strategic Relevance section. PRC approval date is not explicitly visible in the Introduction text; but UNEP's approval date is embedded in the Identification Table.	5

	UNEP Evaluation Office Comments	Final Review Report Rating
Quality of the 'Review Methods' Section <u>Purpose:</u> provides reader with clear and comprehensive description of review methods, demonstrates the <u>credibility</u> 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 (<i>see table template</i>) • selection criteria used to identify respondents, case studies or sites/countries visited • strategies used to increase stakeholder engagement and consultation • methods to include the voices/experiences of different and potentially excluded groups (e.g. vulnerable, gender, marginalised etc) • details of how data were verified (e.g. triangulation, review by stakeholders etc.) • methods used to analyse data (scoring, coding, thematic analysis etc) • review limitations (e.g. low/ imbalanced response rates across different groups; gaps in documentation; language barriers etc) • ethics and human rights issues should be highlighted including: how anonymity and confidentiality were protected. Is there an ethics statement? E.g. <i>'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.'</i>	Final report (coverage/omissions): Almost all required elements are addressed. Final report (strengths/weaknesses): Methods described (desk review, semi-structured interviews, focus groups), time frame, and criteria coverage. Analysis and credibility: triangulation, coding, and use of multiple sources are described in the methods narrative. This section would have benefited from an explicit statement of selection criteria for interviewees beyond stakeholder groupings.	5
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: • <i>Context:</i> 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) • <i>Results framework:</i> summary of the project's results hierarchy as stated in the ProDoc (or as officially revised) • <i>Stakeholders:</i> description of groups of targeted stakeholders organised according to relevant common characteristics • <i>Project implementation structure and partners:</i> description of the implementation structure with diagram and a list of key project partners • <i>Changes in design during implementation:</i> any key events that affected the project's scope or parameters should be described in brief in chronological order • <i>Project financing:</i> completed tables of: (a) budget at design and expenditure by	Final report (coverage/omissions): Most required elements are addressed. Final report (strengths/weaknesses): A comprehensive description and well-structured section to verify the key dimensions of the evaluand. The stakeholder map and the table on key project revisions and adjustments in chronological order added clarity to the context. This section would have been strengthened by including the outcome-level indicators and targets from the original results framework. Providing these details for cross-reference would enhance clarity and allow for a more effective assessment of indicators discussed in other sections of the report.	5

	UNEP Evaluation Office Comments	Final Review Report Rating
components (b) planned and actual sources of funding/co-financing	The Project financing section (3.7) was too concise and did not include financial tables or indicate where they could be found within the report (e.g. Annex VI)	
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: - description of how the <i>TOC at Review</i>⁴³ 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. <i>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.</i>	Final report (coverage/omissions): Most of the required elements are not addressed. Final report (strengths/weaknesses): The section provides a useful overview of the limitations that constrained the full reconstruction of the ToC. However, it would have been strengthened by including a table comparing the original and reconstructed results hierarchies, along with justifications for the reformulated results statements where applicable. This addition would have been particularly valuable given the observation that some outputs did not align with standard results terminology and definitions (UNEP's results terminology should have been considered). Additionally, while the Evaluator notes a lack of articulation regarding drivers and assumptions, this is not further elaborated. Section 5.4.3 refers to the project's "Intermediate States," yet there is no corresponding mention of these in Section 3.3 (Results Framework) or in Chapter 4 (Theory of Change at Terminal Review). The reconstructed TOC at Review does not include the articulation of causal pathways and identification of key actors in the change process.	3
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	Final report (coverage/omissions): Most required elements are addressed. Final report (strengths/weaknesses): Findings are systematically structured by evaluation criteria and supported by evidence. The report shows triangulation, but the	5

⁴³ 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
UNEP's Criteria Ratings Matrix. Findings Statements (where applicable): The frame of reference for a finding should be an individual review criterion or a strategic question from the TOR. A finding should go beyond description and uses analysis to provide insights that aid learning specific to the evaluand. In some cases a findings statement may articulate a key element that has determined the performance rating of a criterion. Findings will frequently provide insight into 'how' and/or 'why' questions.	strength of attribution versus contribution could be better emphasized. Triangulation and coding are described in methods; evidence traceability is visible across sections (e.g., interviews, documents, monitoring, financials). Table 8 "Summary of Project findings and ratings" would have benefited from including a summary assessment.	
Quality of 'Strategic Relevance' Section Purpose: to present evidence and analysis of project strategic relevance with respect to UNEP, partner and geographic policies and strategies at the time of project approval. To include: Assessment of the evaluand's relevance vis-à-vis: • Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities • Alignment to Donor/GEF/Partners Strategic Priorities • Relevance to Regional, Sub-regional and National Environmental Priorities • Complementarity with Existing Interventions: complementarity of the project at design (or during inception/mobilisation⁴⁴), with other interventions addressing the needs of the same target groups.	Final report (coverage/omissions): All required elements are addressed. Final report (strengths/weaknesses): Comprehensive analysis of the project's alignment with UNEP MTS/POW, partner priorities, national/regional priorities, and complementarity/coherence.	5.5
Quality of the 'Quality of Project Design' Section Purpose: to present a summary of the strengths and weaknesses of the project design, on the basis that the detailed assessment was presented in the Inception Report.	Final report (coverage/omissions): All required elements are addressed. Final report (strengths/weaknesses): Section 4.2 presents a good summary of design strengths/weaknesses.	5
Quality of the 'Nature of the External Context' Section Purpose: to describe and recognise, when appropriate, key <u>external</u> features of the project's implementing context that limited the project's performance (e.g. conflict, natural disaster, political upheaval⁴⁵), 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	Final report (coverage/omissions): All required elements are addressed. Final report (strengths/weaknesses): Section 5.3 discusses macro context and major disruptors (COVID-19) and administrative/procurement delays.	5

⁴⁴ 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.

⁴⁵ 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
took place during the project's life in the implementing sites.		
Quality of 'Effectiveness' Section (i) Availability of Outputs: <u>Purpose:</u> 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): All required elements are addressed. Final report (strengths/weaknesses): The analysis discusses outputs and evidence of uptake but does not map results explicitly to each of the three outcomes. The charts illustrating output delivery are informative and add value to the analysis. While not in this section, Annex XI indicated that "According to all PIRs, there were no complaints or actual or potential negative impacts on people or the environment throughout the life of the Project"	5
ii) Achievement of Project Outcomes: <u>Purpose:</u> to present a well-reasoned, complete and evidence-based assessment of the uptake, adoption and/or implementation of outputs by the intended beneficiaries. This may include behaviour changes at an individual or collective level. To include: - a convincing and evidence-supported analysis of the uptake of outputs by intended beneficiaries - assessment of the nature, depth and scale of outcomes versus the project indicators and targets - discussion of the contribution, credible association and/or attribution of outcome level changes to the work of the project itself - any constraints to attributing effects to the projects' work - identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	Final report (coverage/omissions): All required elements are addressed. Final report (strengths/weaknesses): The Effectiveness section provides narrative evidence for results under each outcome but does not explicitly state whether each of the three intended outcomes was fully or partially achieved. While not in this section, Annex XI indicated that "According to all PIRs, there were no complaints or actual or potential negative impacts on people or the environment throughout the life of the Project"	4.5
(iii) Likelihood of Impact: <u>Purpose:</u> to present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to likelihood of impact, including an assessment of the extent to which drivers and assumptions necessary for change to happen, were seen to be holding. To include: - an explanation of how causal pathways emerged and change processes can be shown - an explanation of the roles played by key actors and change agents	Final report (coverage/omissions): Some required elements are addressed. Final report (strengths/weaknesses): This section states that "the project has made substantial progress in delivering outcomes that are critical for reaching the intended intermediate states." However, the report does not specify what these	3

	UNEP Evaluation Office Comments	Final Review Report Rating
- 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).	intermediate states are, nor does it reference them elsewhere, making it difficult to assess the validity of this statement.	
Quality of 'Financial Management' Section <u>Purpose:</u> to present an integrated analysis of all dimensions evaluated under financial management and include a completed 'financial management' table (may be annexed). Consider how well the report addresses the following: - adherence to UNEP's financial policies and procedures - completeness of financial information, including the actual project costs (total and per activity) and actual co-financing used - communication between financial and project management staff	Final report (coverage/omissions): All required elements are addressed. Final report (strengths/weaknesses): There is no cross-reference to the Annex VII on Financial Management table.	5
Quality of 'Efficiency' Section <u>Purpose:</u> to present an integrated analysis of all dimensions evaluated under efficiency (i.e. the primary categories of cost-effectiveness and timeliness). To include: - time-saving measures put in place to maximise results within the secured budget and agreed project timeframe - discussion of making use, during project implementation, of/building on pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. - implications of any delays and no cost extensions - the extent to which the management of the project minimised UNEP's environmental footprint.	Final report (coverage/omissions): All required elements are addressed. Final report (strengths/weaknesses): Comprehensive assessment of delays, mitigation and adaptive management. Discusses time-saving measures, use of existing institutions/synergies, delays/no-cost extensions, and implementation timeliness. While this section does not include an assessment the extent to which the management of the project minimised UNEP's environmental footprint, paragraph 237 described the steps the Project took to minimize its environmental footprint.	5.5
Quality of 'Monitoring and Reporting' Section <u>Purpose:</u> to present well-reasoned, complete and evidence-based assessment of the evaluand's monitoring and reporting. Consider how well the report addresses the following: - quality of the monitoring design and budgeting (including SMART results with measurable indicators, resources for MTE/R etc.) - quality of monitoring of project implementation (including use of monitoring data for adaptive management) - quality of project reporting (e.g. PIMS and donor reports)	Final report (coverage/omissions): All required elements are addressed. Final report (strengths/weaknesses): Acknowledges design weaknesses (SMART/ToC gaps) but recognizes consistent reporting (PIRs) and use of monitoring data during implementation.	5
Quality of 'Sustainability' Section	Final report (coverage/omissions):	5

	UNEP Evaluation Office Comments	Final Review Report Rating
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	All required elements are addressed. Final report (strengths/weaknesses): Comprehensively addresses socio-political, financial, and institutional sustainability.	
Quality of Factors Affecting Performance Section Purpose: These factors are not always discussed in stand-alone sections and may be integrated in the other performance criteria as appropriate. However, if not addressed substantively in this section, a cross reference must be given to where the topic is addressed and that entry must be sufficient to justify the performance rating for these factors. Consider how well the 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 supervision⁴⁶ - 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	Final report (coverage/omissions): All required elements are addressed. Final report (strengths/weaknesses): This section comprehensively addresses all required cross-cutting areas.	5
Quality of the Conclusions Section (i) Conclusions Narrative: Purpose: to present summative statements reflecting on prominent aspects of the <u>performance of the evaluand as a whole</u>, they should be derived from the synthesized analysis of evidence gathered during the 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): Most of the required elements are addressed. Final report (strengths/weaknesses): Conclusions synthesize strengths/limitations and, while not directly, respond to most strategic questions. Could have more explicitly flagged human rights and gender reflections within the conclusion's narrative.	4.5
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	Final report (strengths/weaknesses): Lessons are rooted in real project experiences. Contextualized and actionable.	5

⁴⁶ 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
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		
(iii) Utility and Actionability of the Recommendations: <u>Purpose:</u> to present proposals for specific action to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results. Consider how well the lessons achieve the following: - are feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when - include at least one recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions - represent a measurable performance target in order that the UNEP Unit/Branch can monitor and assess compliance with the recommendations. <u>NOTES:</u> (i) In cases where the recommendation is addressed to a third party, compliance can only be monitored and assessed where a contractual/legal agreement remains in place. Without such an agreement, the recommendation should be formulated to say that UNEP project staff should pass on the recommendation to the relevant third party in an effective or substantive manner. The effective transmission by UNEP of the recommendation will then be monitored for compliance. (ii) Where a new project phase is already under discussion or in preparation with the same third party, a recommendation can be made to address the issue in the next phase.	Final report (strengths/weaknesses): Recommendations are specific, actionable, and feasible. Cross-references to sections of the report supporting the recommendations could have added value. A recommendation relating to strengthening human rights and gender is missing. The recommendations are generally presented in accordance with UNEP Evaluation Office guidance. However, under the "Type of Recommendation" row, the information does not fully align with the Evaluation Office's prescribed approach for categorising recommendations	5
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 (strengths/weaknesses): The structure closely follows UNEP TR guidance with all required sections and a comprehensive Annex set (I–XV).	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): Follows UNEP format. Includes all required annexes. Generally clear, professional language; useful figures/tables.	5
OVERALL REPORT QUALITY RATING		5

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

XIV. Data collection tools

General questions for individual interviews:

- What was your involvement with the Project?
- Did you contribute to the design and development of the Project? If you did, In what ways?
- What were the main results of the Project?
- In what ways, and to what extent did implementation challenges occur? In the case that challenges occurred, what measures were taken to cope with the challenges / adapt according to the challenges?
- What would you consider as the important lessons learned for any follow-up Project?
- Are there according to you benefits (impacts) of the Project that can still be seen today? If so, what are those benefits?
- What would be lessons learned for any follow-up Project?
- The Project concluded its activities in 2024. Have these lessons been taken into account in the formulation of any follow-on projects or are you planning to take these lessons into account in any current initiative to be further developed?
- To what extent was the Project relevant for your country? In what sense?
- In which ways have you been informed about the Project's activities?
- What are the strengths and weaknesses of the Project?
- Did the Project cooperate with other similar and relevant initiatives? If so, how?
- In what ways, and to what extent, has the Project (and implementation of activities) considered aspects of gender, vulnerable groups and human rights?
- In what ways, and to what extent, has the importance of sustainable development been highlighted in Project activities and Project outputs during the implementation phase?
- To what extent are the possible links to Climate Change initiatives explored and when found established during the implementation phase?
- To what extent were relevant stakeholders considered to be involved in Project activities?
- In what ways, and to what extent did the Executing Agency make the connection to UNEP MTS and PoW during the implementation phase?
- To what extent were gender and marginalized groups involved in Project activities? If those groups were not involved would you see reasons for not involving them?

Focus Group Guide



Dinámica del encuentro



1. La conversación estará guiada por **preguntas orientadoras**, organizadas en **4 bloques temáticos**.
2. Cada bloque tendrá una duración estimada de **10 minutos**.
3. No todas las preguntas requerirán de la respuesta de todos los participantes.
4. El intercambio será **confidencial** y los datos que de él surjan serán **anonimizados**.
5. La conversación será **grabada** solo para fines del equipo evaluador.

Componente 1: Inventario de GEI



3 min

Resultado esperado: Argentina es capaz de elaborar y compartir inventarios nacionales y subnacionales de GEI consistentes y precisos.

ACTIVIDADES	PRODUCTOS
Desarrollar capacidades de reporte subnacional, según intereses de las provincias. Proporcionar 30 actividades de capacitación para personal técnico subnacional e instituciones académicas involucradas en la compilación del Inventario GEI. Realizar 3 estudios piloto subnacionales para probar y mejorar las capacidades en 3 provincias según su perfil de emisiones. Desarrollar Factores de Emisión (FE) locales para el sector Energía - C. 1A combustión de combustibles fósiles. Mejorar los Datos de Actividad (DA) para la C. 1A3 Transporte. Generar insumos para tener una representación coherente de las tierras Desarrollar DA y Parámetros para las emisiones de productos de madera cosechada y para categorías no estimadas en el último Inventario de GEI de Argentina. Actualizar las herramientas interactivas y contenidos audiovisuales sobre contabilidad de GEI y mitigación Desarrollar nuevos materiales audiovisuales y/o herramientas interactivas sobre mitigación y adaptación. Desarrollar una Guía Ciudadana para la implementación de las Contribuciones Determinadas Nacionales. Asistir a conferencias internacionales y talleres vinculados al Marco de Transparencia del Acuerdo de París y de intercambio entre pares Sur-Sur. Participar en el intercambio de conocimientos a través de la Plataforma de Coordinación Global.	Plantillas sectoriales, directrices de consistencia y capacitación subnacional para la recopilación de datos y la elaboración de informes FE específicos del país, DA y parámetros desarrollados para al menos 2 sectores (Energía y AFOLU) Mejora y puesta en marcha de la Plataforma ampliada de intercambio de información y gestión del conocimiento sobre el inventario nacional y subnacional de GEI Actividades de intercambio de experiencias para compartir conocimientos y construir capacidades locales sobre el Inventario de GEI

Componente 2: Seguimiento de las acciones de mitigación y el apoyo recibido



3 min

Resultado esperado: Los actores dentro del Gabinete Nacional de Cambio Climático proporcionan e intercambian información para el seguimiento nacional de las acciones de mitigación y el apoyo recibido.

ACTIVIDADES	PRODUCTOS
Evaluar el sistema de monitoreo de mitigación nacional e identificar las brechas de información. Mapear fuentes de información, actores involucrados y proveedores de datos para acciones de mitigación en etiquetado de eficiencia energética para electrodomésticos y transporte de pasajeros por carretera. Desarrollar y ofrecer 4 talleres para proveedores de datos. Desarrollar 2 informes que incluyan un mapeo de los proveedores de fuentes más relevantes y una estructura de monitoreo sugerida para hacer seguimiento del progreso de cada acción, junto con plantillas y directrices explicativas. Realizar 2 estudios piloto, uno por acción de mitigación, para recopilar datos iniciales para la determinación de la línea base. Desarrollar 1 estudio sobre el impacto de los instrumentos de mitigación en la equidad de género. Caracterizar y mapear el estado inicial, la información disponible y los actores relevantes en el seguimiento del apoyo recibido. Identificar metodologías utilizadas en América Latina para hacer seguimiento del apoyo recibido y realizar un 1 taller para presentar resultados. Realizar 1 taller inicial con los principales actores para acordar definiciones comunes sobre lo que Argentina considera financiamiento relacionado al clima. Desarrollar plantillas de informes y directrices para recopilar datos relevantes sobre el apoyo recibido de manera estandarizada y eficiente. Recopilar datos sobre el apoyo recibido por Argentina. Realizar 4 talleres (1 por año) para autoridades competentes y actores subnacionales sobre recolección de datos con las nuevas plantillas.	Plantillas sectoriales y directrices para el seguimiento de las acciones de mitigación y capacitaciones relacionadas. Plantillas sectoriales y directrices para el seguimiento del apoyo recibido y capacitaciones relacionadas.

Componente 3: Escenarios proyectados a Mediano y Largo Plazo


3 min

Resultado esperado: Los actores dentro del Gabinete Nacional de Cambio Climático utilizan modelos consistentes de emisiones de GEI, escenarios a nivel de toda la economía y análisis de interacciones para la toma de decisiones en políticas climáticas.

ACTIVIDADES	PRODUCTOS
Desarrollar una herramienta de verificación de consistencia para analizar y evaluar la interacción entre diferentes acciones sectoriales de mitigación, en términos de unidades físicas, y el contexto socioeconómico. Desarrollar 1 estudio de sensibilidad sobre los principales motores de emisiones para identificar y analizar los posibles impactos e interacciones por factores internos y externos. Desarrollar 1 estudio sobre comportamientos disruptivos y tecnologías para 2050. Apoyar y coordinar el proceso de la Estrategia de Largo Plazo (ELP). Realizar talleres de intercambio Sur-Sur, seminarios web y desarrollo de comunidades de práctica con otros países de la región. Asistir a talleres internacionales relacionados con las ELP y las proyecciones a mediano y largo plazo. Realizar 2 talleres internacionales/regionales para los actores locales sobre lecciones aprendidas en el desarrollo de una ELP. Realizar 1 capacitación sobre la metodología LEAP para la DNCC.	Modelos a mediano plazo para evaluar las interacciones entre las acciones sectoriales de mitigación (2020/2025/2030). Insumos para modelado de largo plazo a nivel de toda la economía y análisis de sensibilidad (2030/2040/2050). Actividades de intercambio de experiencias entre pares y capacitación local sobre Estrategias a Largo Plazo

5

Bloque 1: Presentación


10 min

Ahora les vamos a pedir por favor que se presenten, brevemente, mencionando:

1. Nombre completo;
2. Institución a la que representan;
3. Rol en el proyecto CBIT Argentina: actividades y productos del Componente en el que estuvieron involucrados;
4. Fecha de inicio y tiempo de participaron en el Proyecto.

Bloque 2: Contexto nacional y subnacional



10 min

1. ¿Cuáles consideran que son los principales **desafíos** en materia de **transparencia ambiental** en el país? ¿De qué manera creen que el producto que elaboraron contribuye a enfrentar esos desafíos?
2. ¿Recibieron algún comentario o retroalimentación por parte del **Gobierno nacional** o los **gobiernos provinciales** respecto al producto que elaboraron y su vinculación con estrategias o políticas ambientales vigentes?
3. ¿Creen que el producto que elaboraron aportó algo **novedoso o distinto** respecto a otros trabajos anteriores (si los hubiere y si son de su conocimiento) sobre la materia? ¿Por qué?
4. ¿Hubo alguna **oportunidad de articulación o coordinación** con otra institución u actor en particular que podría haber mejorado la efectividad de tu producto? ¿Encontraron algún obstáculo para concretarla?

7

Bloque 3: Eficiencia en la gestión del Proyecto



10 min

1. En términos generales, ¿consideran que pudieron cumplir con los **plazos de entrega** pautados en los TDR? En caso de **demoras** ¿a qué causas atribuyen este retraso?
2. De acuerdo a las actividades y productos en los que participaron ¿qué pueden decirnos sobre su desarrollo en términos de **fortalezas** y **debilidades**?
3. ¿Quiénes eran los actores **destinatarios de sus productos** y en qué medida creen que los utilizaron? ¿Qué valoración hicieron los mismos sobre su **calidad** y **utilidad**? ¿En qué medida los actores destinatarios participaron en el desarrollo de los productos?
4. ¿En qué grado consideran que las actividades y productos en los que estuvieron involucrados **contribuyeron a alcanzar el objetivo** de utilizar modelos consistentes de emisiones de GEI, escenarios a nivel de toda la economía y análisis de interacciones para la toma de decisiones en políticas climáticas?

8

Bloque 3: Eficiencia en la gestión del Proyecto



10 min

1. En términos generales, ¿consideran que pudieron cumplir con los **plazos de entrega** pautados en los TDR? En caso de **demoras** ¿a qué causas atribuyen este retraso?
2. De acuerdo a las actividades y productos en los que participaron ¿qué pueden decirnos sobre su desarrollo en términos de **fortalezas** y **debilidades**?
3. ¿Quiénes eran los actores **destinatarios de sus productos** y en qué medida creen que los utilizaron? ¿Qué valoración hicieron los mismos sobre su **calidad** y **utilidad**? ¿En qué medida los actores destinatarios participaron en el desarrollo de los productos?
4. ¿En qué grado consideran que las actividades y productos en los que estuvieron involucrados **contribuyeron a alcanzar el objetivo** de utilizar modelos consistentes de emisiones de GEI, escenarios a nivel de toda la economía y análisis de interacciones para la toma de decisiones en políticas climáticas?

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XV. Argentina CBIT 9955 Project governance structure at design stage

Table 13. Argentina CBIT Project governance structure

Body	Composition	Role and description	Frequency of meetings
National Climate Change Cabinet	17 ministries and government secretariats lead by the Head of the Cabinet of Ministries and the Secretariat of Climate Change and Sustainable Development acts as the technical coordinator. The work of the National Cabinet is organized around political tables with ministers and technical tables with ministerial focal points. Additionally, the work plan is articulated by the COFEMA, and results are regularly validated in an 'Extended Roundtable' which ensures the participation of nongovernmental organizations (NGOs), industry associations, private sector, academic and scientific sectors, and municipalities.	Provide overall guidance and strategic direction to the Project Steering Committee; Mobilize national stakeholders to support Project implementation, as well as provide synergies with other complementing initiatives and ongoing projects; Provide insight on national policy barriers and proposed stages of national policy development.	At least five per year
Project Steering Committee (PSC)	• National Project Director (NPD) • National Project Coordinator (NPC) • CTA • Secretariat of Climate Change and Sustainable Development - National Climate Change Directorate • Governmental Secretariat of Agro-industry – Sustainable Production Directorate • Governmental Secretariat of Energy – Under secretariat of Savings and Energy Efficiency • Ministry of Industry – National Sustainable Development of Industries Directorate	Oversight of the Project progress and implementation of Outputs; Provide guidance and strategic direction on related activities; Approve annual work plans and budget; Involve national stakeholders to support Project implementation, as well as provide synergies with other complementing initiatives and ongoing projects; Inform Project progress to the national enforcement authorities within the National Climate Change Cabinet and mobilize them to provide support towards the Project implementation; Provide insight on sectoral policy barriers and proposed stages of sectoral policy development.	Twice a year

Body	Composition	Role and description	Frequency of meetings
	- Ministry of Finance – Under secretariat of International Finance Relationships - International Relationships Ministry – National Project Implementation Directorate		
Implementing Agency (IA)	UN Environment Climate Mitigation Unit	Ensure timely disbursement/sub-allotment according to the planned activities and following the indications of the EA, based on agreed legal document and in accordance with UN Environment and GEF fiduciary standards; Follow-up with EA for progress, equipment, financial and final reports; Provide consistent and regular oversight on Project execution and conduct Project supervisory missions as per Supervision Plans and in doing so ensures that all UN Environment and GEF criteria, rules and regulations are adhered to by Project partners; Technically assess and oversee quality of Project outputs, products and deliverables – including formal publications; Provide no-objection to main TORs and subcontracts issued by the Project, including selection of CTA or equivalent; Attend and facilitate inception workshops, field visits where relevant, and selected steering committee meetings; Assess Project risks, and monitor and enforce a risk management plan; Regularly monitor Project progress and performance and rate progress towards meeting Project objectives, Project execution progress, quality of Project monitoring and evaluation, and risk; Monitor reporting by Project executing partners and provide prompt feedback on the contents of the report; Promptly inform management of any significant risks or Project problems and take action and follow up on decisions made; Apply adaptive management principles to the supervision of the Project; Review of reporting, checking for consistency between execution activities and expenditures, ensuring that it respects GEF rules; Clear cash requests, and authorization of disbursements once reporting found to be complete; Approve budget revision, certify fund availability and transfer funds; Ensure that GEF and UN Environment quality standards are applied consistently to all projects, including branding and safeguards; Certify Project operational completion;	Periodic meetings with PMU and EA

Body	Composition	Role and description	Frequency of meetings
		Link the Project partners to any events organized by GEF and UN Environment to disseminate information on Project results and lessons; Manage relations with GEF.	
Executing Agency (EA)	Secretariat of Climate Change and Sustainable Development through the National Climate Change Directorate with execution support from the UN Environment Regional Office for Latin America and the Caribbean (ROLAC) & FUNDACEN	Ensure that the Project meets its objectives and achieves expected outcomes; Ensure technical execution according to the execution plan laid out in the Project Document; Ensure technical quality of products, outputs and deliverables; Ensure compilation and submission of progress, financial a reporting to IA; Submit budget revisions to IA for approval; Address and rectify any issues or inconsistencies raised by the IA; Bring issues raised by or associated with clients to the IA for resolution; Facilitate Steering Committees and other oversight bodies of the Project; Day to day oversight of Project execution; Take responsibility for the execution of the Project in accordance with the Project objectives, activities and budget; Manage financial resources and processing all financial transaction relating to sub-allotments; Submit all technical reports and completion reports to IA (realized outputs, inventories, verification of co-finance, terminal reporting, etc.) Monitor and evaluate the Project outputs and outcomes; Guarantee the effective use of both international and national resources allocated to it; Ensure timely availability of financing to support Project execution; Properly coordinate among all Project stakeholders; in particular national parties; Ensure timely submission of all Project reports, including work plans and financial reports. Follow-up with, or progress, procurement, financial and audit reports.	Internal quarterly meetings with PMU
	National Project Director (NPD)	Will be represented by an officer from the EA; Act as member of the PSC; Report to and receive advice from the PSC.	4 meetings per year with PMU
Project Management Unit (PMU)	National Project Coordinator (NPC)	Will be represented by an officer from the EA; Act as member of the PSC; Report to and receive advice from the NPD and PSC; Identify and secure partner support for the implementation of Project activities; Advise on the hiring process.	Regular meetings with CTA

Body	Composition	Role and description	Frequency of meetings
	CTA	The CTA will be paid with GEF funds, will be hosted by National Climate Change Directorate at the Secretariat of Climate Change and Sustainable Development, and will be responsible for: - Take responsibility for day-to-day Project operations; - Deliver the outputs and demonstrate its best efforts in achieving the Project outcomes; - Coordinate Project execution and liaison with national counterparts (relevant ministries, electric utilities, private sector, NGOs etc.). - Prepare all annual/year-end Project revisions; - Attend and facilitate inception workshops and national steering committee meetings; - Assess Project risks in the field, monitor risk management plan; - Ensure technical quality of products, outputs and deliverables; - Coordinate the Project work team; - Coordinate with strategic taskforces; - Act as secretary of the PSC; - Plan and host/chair the PSC biannual meetings; - Elaborate periodic reporting to UN Environment and the PSC for allocation of the GEF grant according to the quarterly and annual work plans and budgets in coordination with UN Environment and NPD; - Notify UN Environment and the PSC in writing if there is need for modification to the agreed implementation plan and budget, and to seek approval; - Address and rectify any issues or inconsistencies raised by the EA; - Support compilation and submission of progress, financial and audit reporting to the EA; - Prepare, at the end of the Project, the Project Final Report.	Regular meetings with NPD, the CTA (at least twice per month)

Source: CEO ED

XVI. CBIT Argentina 9955 Key Stakeholders as in the original Project Document

Table 14. CBIT Argentina 9955 Project Stakeholders by role

Name of key stakeholders	Responsibility/expertise	Role in the Project
National Climate Change Directorate, Government Secretariat of Environment and Sustainable Development	Main coordinator of climate change activities on behalf of the Government Secretariat of Environment and Sustainable Development. It is in charge of the compilation of the GHG inventory, coordination of Inter-ministerial interaction, development of adaptation plans, MRV guidelines and the reports for the UNFCCC.	The NCCD will take the role of EA, and within this Directorate, the Project Management Unit will be sitting. It will ensure the efficient communication with the other stakeholders
Secretariat of Climate Change and Sustainable Development	In charge of organizing and coordinating the dynamic of the National Climate Change Cabinet	The role of the Secretariat of Climate Change will be the overall coordination of the activities defined by the Project.
Secretariat of Energy	Member of the National Climate Change Cabinet. In charge of planning and implementing Energy sector actions.	It will provide information and receive trainings during the CBIT Project.
Ministry of Transport	Member of the National Climate Change Cabinet. In charge of planning and implementing Transport sub sector actions.	It will provide information and receive training during the CBIT Project.
Ministry of Production	Member of the National Climate Change Cabinet. In charge of planning and implementing Industry related actions.	It will provide information and receive training during the CBIT Project.
Secretariat of Agroindustry	Member of the National Climate Change Cabinet. In charge of planning and implementing AFOLU sector actions.	It will provide information and receive training during the CBIT Project.
Department of Forestry, Government Secretariat of Environment and Sustainable Development	In charge of planning Forestry sector actions, and for sectoral information generation.	It will provide information and receive training during the CBIT project.
Ministry of Foreign Affairs	Negotiator teams before UNFCCC.	It will receive training during the CBIT Project.
Ministry of Finance	This Ministry is the focal point from the GCF board.	It will receive training during the CBIT Project, and will be involved in MRV aspects from the finance tracking system.

Name of key stakeholders	Responsibility/expertise	Role in the Project
National Department of Integrated Waste Management, Government Secretariat of Environment and Sustainable Development	In charge of planning Waste sector actions, and for sectoral information generation	It will provide information and receive training during the CBIT Project.
Industrial Chambers	Data providers for IPPU and Industrial wastewater information.	They will provide information and receive trainings during the CBIT Project
CAMMESA, ENARGAS	Data providers Energy information	They will provide information and receive training during the CBIT Project.
Members of Academia	The different academic centers that generate important information on climate change such as local EF and inputs for the LTS.	They will participate in workshops and training during the CBIT Project. As well as developing some of the studies.
Fundación Ambiente y Recursos Naturales (FARN)	This is an NGO that works closely with transparency, open government and gender equality. They are elaborating the local update report of the Climate Action Tracker. Currently, they are involved through the open working table of the NCCC.	This Non-Governmental Organization will participate in workshops during the CBIT Project, especially linked with Gender Equality aspects.
Fundación Vida Silvestre (WWF)	This NGO is the local representation from WWF. In that sense they are responsible for the local branch of the Alliance for Climate Action (AKA) which gathers different actors involved in climate change. Currently, they are involved through the open working table of the NCCC.	This Non-Governmental Organization will participate in workshops during the CBIT Project, especially linked with subnational actions and the relationship with cities.
Fundación Avina	This NGO is about to start the implementation of a project readiness to provide capacity building from the provinces in topics related to climate finance and the subnational level. They are also involved and they participate from the open working table of the NCCC.	This NGO will provide insights on their experience with subnational capacity building on delivering training with the provinces and related with finance MRV.

Source: CEO ED