Mid-Term Evaluation
Final Report

UNDP Programme:

The NDC Support Programme (NDC SP)

Mid-Term Evaluation Report
Evaluation Period: 2017-2021
October 2022
Independent Evaluator: Dr. Amal Aldababseh
Commissioning Unit: UNDP

IN CONTRIBUTION TO THE
NDC PARTNERSHIP

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aecid
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Programme and Evaluation Information Details

Project Information		
Project/outcome title	Nationally Determined Contribution Support Programme (NDC SP): Delivering Sustainability through Action on Climate Change	
Atlas ID	Award ID: 00106781 Output ID: 107360	
Corporate outcome and output	**Outcome 1** **Output 1.4** Scaled-up action on climate change adaptation and mitigation across sectors which is funded and implemented Indicative Output(s) with gender marker: - Leadership strengthened and championed to promote ambitious climate change vision (GEN2) - Integrated governance enhanced to deliver NDC outcomes (GEN2) - Evidence-based design and planning of mitigation actions delivered (GEN2) - Capacities developed to design climate-friendly investment opportunities, address investor risk, and blend and catalyse climate finance (GEN2) - Enabling environment enhanced for private sector engagement (GEN2) - Strengthened evidence-based knowledge for learning and advocacy (GEN2)	
Country	Global	
Region	Global	
Date project document signed	2017	
Project dates	**Start**	**Planned end**
	May 2017	December 2023
Project budget	54,159,985 US$	
Project expenditure at the time of evaluation (December 2021)	44,627,922.1 US$	
Funding source	**BMU, BMZ and EU, and Spain**	
Implementing party	**UNDP**	

Evaluation information		
Evaluation type	Programme	
Final/midterm review/ other	Mid-Term Evaluation	
Period under evaluation	**Start**	**End**
	2017	2021
Evaluator	Amal Aldababseh	
Evaluator email address	adababseh@hotmail.com	
Evaluation dates	**Start**	**Completion**
	July 2022	October 2022

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1. List of Acronyms and Abbreviations

AC	Advisory Committee
AECID	Spanish Agency for International Development Cooperation
APR	Annual Progress Report
BMU	German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety
BMZ	German Federal Ministry for Economic Cooperation and Development
CDR	Combined Delivery Report
4Cs	Climate Change Competence Center
COP	Conference of Parties
COVID-19	2019 Novel Coronavirus
EE	Energy efficiency
EU	European Union
GEF	Global Environment Facility
GHG	Greenhouse Gas
GSU	Global Support Unit
LDC	Least Developed Country
LEDS	Low Emission Development Strategies
LECB	Low Emission Capacity Building Programme
MTE	Mid-Term Evaluation
MRV	Measurement, Reporting and Verification
NAMAs	Nationally Appropriate Mitigation Actions
NDC SP	Nationally Determined Contribution Support Programme
PRF	Project Results Framework
REDD+	Reducing Emissions from Deforestation and Forest Degradation in developing countries
SDGs	Sustainable Development Goals
SMART	Specific, Measurable, Assignable, Relevant and Time-based
SIDS	Small Island Developing States
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Framework Group
POPP	UNDP Programme and Policy Procedures
WRI	World Resources Institute

1. Executive Summary

1. The *Nationally Determined Contribution Support Programme (NDC SP): Delivering Sustainability through Action on Climate Change* is a global UNDP initiative. In July 2017, the Programme was approved to receive a **US$ 54,159,985** grant from the European Union (EU) and the governments of Germany (BMU, BMZ) and Spain (AECID) to "*support governments to accelerate implementation of climate priorities that they have defined in their Nationally Determined Contributions (NDCs) under the Paris Agreement and, through these efforts, enable countries to achieve their sustainable development goals (SDGs)*". More specifically, to strengthen the capacities of key national stakeholders in view of NDC implementation and/or more ambitious next-generation NDCs.

2. The Programme **goal** is to "*support governments to achieve transformational change by scaling up public and private investments in climate change actions to deliver long-term sustainable development and championing the benefits of zero-carbon, climate-resilient development*"[1]. This was supposed to be achieved by supporting countries to use their NDCs as a tool for realizing zero-carbon and climate-resilient development that is sustainable, and fully inclusive – and one where the empowerment of women is integral to success.   An inclusive approach that incorporates the whole of government was encouraged to advance a human-rights-based approach, identify investment barriers to mitigation actions, and put in place the needed enabling environment to attract climate financing that creates equal opportunities.

3. The NDC SP essentially builds on UNDP's strong foundation and $2.8 billion portfolio, expertise, and lessons learned from climate change mitigation and adaptation programmes and projects, as well as UNDP work on National Communications, transparency, Reducing emissions from deforestation and forest degradation in developing countries (REDD+), gender, health, and climate change governance. In the Arab States region, there have been emerging experiences on climate change in fragile and crisis contexts that can be shared as a way of bridging the humanitarian-development nexus. The Programme was set to capitalize on this ongoing work and UNDP's areas of competitive advantage to support national governments to use their NDCs as a chapeau for bringing together the various strands of climate action in-country under a single long-term vision.

4. The proposed approach for the Programme directly builds upon and draws significantly on the experience and lessons learned from the $40M Low Emission Capacity Building Programme (LECB) implemented during the period of (2011-17), funded by the EU and governments of Germany and Australia, which supported 38 countries to strengthen the technical, institutional and systemic capacities of public and private sectors to design NDCs and lead public and private sector capacity building to design NDCs, Low Emission Development Strategies (LEDS) and Nationally Appropriate Mitigation Actions (NAMAs) and Measurement, Reporting and Verification (MRV).

5. This Mid-Term Evaluation (MTE) exercise was commissioned by UNDP. It was designed to examine the extent of the Programme's realistic achievement in comparison to planned activities and value for money. The results framework is essential to understanding whether the Programme achieved its desired outcome. The evaluator sought to establish the existence of a well-defined results framework that is SMART[2.]

6. According to the Guidelines, the MTE should provide evidence-based credible, useful, and reliable information. It should set up a collaborative as well as a participatory approach to

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[1] Programme Document.

[2] Specific, Measurable, Assignable, Relevant and Time-based

ensure close cooperation with the Programme team at the global level, national country offices teams and government counterparts in participating countries with a focus on the UNDP Country Offices and other key stakeholders.

7. The MTE followed the UNDP Evaluation Guidance. It used the evaluation criteria of relevance, effectiveness, efficiency, sustainability, and impact, as defined, and explained in the UNDP Guidance for conducting Mid-Term Evaluations of UNDP Projects. It followed UN evaluation norms and policies, including UN Evaluation Group Norms and Standards for Evaluations and UNDP Handbook on Planning, Monitoring and Evaluation for Development Results and the UNDP Evaluation Guidance document.

8. This report presents the findings of the MTE of the UNDP Programme "*Nationally Determined Contribution Support Programme (NDC SP): Delivering Sustainability through Action on Climate Change*". It was performed by an Independent International Evaluator, Dr. Amal Aldababseh *(Annex 1 for the TOR).*

9. The MTE report documents the achievements of the project, an assessment of management arrangement and adaptive management, and includes an executive summary and eight chapters. and relevant annexes are found at the back end of the report.

10. Based on Programme documentation reviews and the feedback gathered from the stakeholders, the Programme made the expected progress and was perceived as a very important and instrumental initiative. Even though the Programme at global and national levels faced some delays during its implementation, the Programme teams were able to implement the Programme and provided the needed support through UNDP Country Offices to national projects activities, achieving considerable results by the mid-term point of implementation, and achieve the majority of the end-of-the programme targets.

11. The Programme and associated national projects are proceeding at a **satisfactory** rate notwithstanding the delays caused by the COVID-19 pandemic. The satisfactory progress has been facilitated by strong ownership and leadership of the global Programme and national projects and the Programme positioning itself to deliver climate change targets. There are key risks which can derail the Programme in achieving its end-of-programme objective and outputs:

    a. A high risk that there is a lack of active participation of business associations, the private sector and the financial sector to finance, support and implement technically sound and financially viable mitigation options.
    b. A moderate risk due to a lack of willingness on the part of developing country governments to implement ambitious NDCs and incorporate best practice examples
    c. A moderate risk that the implementation delays caused by the limited capacity of governments.
    d. A moderate risk due to the lack of willingness to increase mitigation targets in revised NDCs.
    e. A moderate risk related to COVID-19 pandemic and the delay in revising NDCs.

12. The Programme is making progress towards sustainable development benefits as well as global environmental benefits in the form of meeting the countries' climate change targets. The Programme still has sufficient time to completing Programme's activities and providing further support to national projects to meet and even exceed the global environmental benefit targets. **Table 1** provides a summary of the achievements and the MTE ratings for the Programme.

13. The Programme is viewed by stakeholders as "best practice" and serves as a model of excellence for other global projects/programme to build on; the Programme is viewed as successful because findings from the evaluation show that the Programme met its mid-term objectives and that its processes and implementations were valued for money; results are in line with its planned objectives and outputs have achieved the desired results.

Gender mainstreaming and women involved in various activities and from participating countries were fully involved, the programme experienced gender balance in its implementation. The Programme has initiated the process of involving the private sector in climate change mitigation to achieve NDC targets, but more chances and stronger involvement should be envisaged to fully benefit from the private sector capacity and resources.

14. It was confirmed by most of the interviewed stakeholders that the Programme operated with very strong support from UNDP global, regional and County Offices. The Programme team conducted all the Programme tasks including managerial and support functions with excellent quality and promptly. Stakeholders highlighted that there is a need to build on and encourage the existing national projects by involving more countries, conduct more regional and global networking events, and expand the work to other regions and countries.

15. The project success has been very much dependent on close consultation and coordination, and hard work from the Programme team, beneficiary countries, executing, and implementing partners and the UNDP team. The Programme reports and meetings with key stakeholders indicated that the Programme was able to achieve its objective and results at the mid-point of implementation with delay. Hence, and based on the review and assessment and taking into consideration the difficulties the project team faced during the COVID-19 outbreak, the overall rating on the achievement of results is **Satisfactory** as shown in **Table 1**.

16. The Programme was very much acknowledged by the participating stakeholders and very relevant to UNDP, the climate change agenda, Paris Agreements, NDCs, and the participating Governments' plans. With the confirmed interest and support provided by the UNDP and the multi-donors risks reduced and prospects for sustainability possible, the overall sustainability is considered **Moderately likely.**

Table 1: Mid-Term Evaluation Ratings and Achievement Summary for the Project

Measure	MTE Rating[3]	Achievement Description
Project Formulation	Programme design Rating: **6** **Highly Satisfactory**	Overall Programme design and formulation is rated as highly satisfactory. Design well laid out in PRF complete with SMART indicators.
	Stakeholder Participation Rating: **5** **Satisfactory**	A wide spectrum of stakeholders was consulted during the design phase consisting as well as relevant participating government agencies, financial institutions, private sector, and partners. National ownership of national projects is strong.
Progress Towards Results	Objective Achievement Rating: **5** **Satisfactory**	The objective is expected to achieve most of its end-of-programme targets, with only minor shortcomings.
	Output: 1Achievement Rating: **6** **Highly Satisfactory**	The output is expected to achieve or exceed all its end-of-programme targets, without major shortcomings. The progress towards the results can be presented as "good practice".

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[3] Evaluation rating indices (except sustainability): 6=Highly Satisfactory (HS): The project has no shortcomings in the achievement of its objectives; 5=Satisfactory (S): The project has minor shortcomings in the achievement of its objectives; 4=Moderately Satisfactory (MS): The project has moderate shortcomings in the achievement of its objectives; 3=Moderately Unsatisfactory (MU): The project has significant shortcomings in the achievement of its objectives; 2=Unsatisfactory (U) The project has major shortcomings in the achievement of its objectives; 1=Highly Unsatisfactory (HU): The project has severe shortcomings in the achievement of its objectives

	Output: 2 Achievement Rating: **6** **Highly Satisfactory**	The output is expected to achieve or exceed all its end-of-programme targets, without major shortcomings. The progress towards the results can be presented as "good practice".
	Output: 3 Achievement Rating: **5.75** **Satisfactory to Highly Satisfactory**	The output is expected to achieve or exceed all its end-of-programme targets, without major shortcomings. The progress towards the results can be presented as "good practice".
	Output: 4 Achievement Rating; **5** **Satisfactory**	The output is expected to achieve most of its end-of-project targets, with only minor shortcomings.
	Output: 5 Achievement Rating; **5** **Satisfactory**	The output is expected to achieve most of its end-of-project targets, with only minor shortcomings.
	Output: 6 Achievement Rating; **5** **Satisfactory**	The output is expected to achieve most of its end-of-project targets, with only minor shortcomings.
Project Implementation and Adaptive Management	Implementation Approach Rating: **5** **Satisfactory**	Project implementation has been **satisfactory** in consideration of the actual progress notwithstanding the obstacles the COVID-19.
	Monitoring and Evaluation Rating: **5** **Satisfactory**	M&E systems are rated as **satisfactory** considering the diligent reporting of the progress against the Programme and associated national projects PRFs and the activities.
	Stakeholder Engagement Rating: **5** **Satisfactory**	Programme has made **satisfactory** efforts to facilitate partnerships, despite the COVID-19 pandemic including government agencies and other stakeholders in participating countries.
Sustainability	Sustainability Rating: **3** **Moderately Likely**	Moderate risks, but expectations that at least many outputs at the global levels and the country levels will be sustained due to the progress towards results on outputs at the Midterm Evaluation
Overall Project Achievement and Impact	Rating: **5** **Satisfactory**	**Satisfactory** as the Programme managed to achieve the MTE targets and many of the end-of-Programme's targets.

1.1 Recommendations

MTE would like to make the following recommendations to ensure there is a clear set of actions to follow up or reinforce the initial benefits of the Programme:

Rec. #	Recommendation	Entity Responsible
1	*Output 1: Leadership strengthened and championed to promote ambitious climate change vision*	
1.1	Continue dialogue, training, and capacity buildings with governments officials and decision makers. The continued dialogue, training, and capacity buildings with the leaders and governments officials is needed especially with the number of new countries that joined the programme and the support to high-level leaders to build consensus and promote commitment on ambitious climate change vision.	UNDP/GSU and COs and National Partners
2	*Output 2: Integrated governance enhanced to deliver NDC outcomes*	

	2.1	Continual strengthening of the climate governance framework and institutional capacity for NDC implementation as it is quired to sustain the capacities of countries to better-coordinated NDC implementation, mainstream NDC targets into national, subnational, and sectoral policies, programmes, and budget, ensure integration of gender, and set up robust MRV systems for tracking NDC progress, GHG emissions, climate finance, and SDG co-benefits.	UNDP COs with GSU support
	2.2	Find, scale-up or expand additional resources and strengthened partnerships or explore new ones to make the most out of available resources so that more countries can deliver NDCs outcomes.	UNDP GSU, COs, and National Partners
3		*Output 3: Evidence-based design and planning of mitigation actions delivered*	
	3.1	There needs to be sustained resources (technical and financial) available for NDC implementation and enhancement at countries level as well as for updating of best practices. This is important for the countries if there are strong transitions to energy efficiency. Countries need continuous support to identify GHGs emission hotspots and priority areas where circular economy activities could enhance countries' NDCs. The reason for bringing this up is that there is a possible shortage of resources in several countries with a high degree of vocational skill to identify appropriate mitigation technologies (and other energy efficient technologies) that provide the best qualities of maximize energy savings. This high degree of skill, for example, involves the development of mitigation scenarios and the national validation of the GHG mitigation reports as the backbone of the NDC documents.	UNDP COs with UNDP GSU support
4		*Output 4: Capacities developed to design climate-friendly investment opportunities, address investor risk, and blend and catalyse climate finance*	
	4.1	Continual strengthening of the capacities to design climate-friendly involvement opportunities. Several countries did good work on de-risking analyses and establishing finance and market-based mechanisms. More support is yet needed for other countries to decrease reliance on public funds, minimize investor risks and provide access to finance and market-based mechanisms.	UNDP GSU and COs and National Partners
5		*Output 5: Enabling environment enhanced for private sector engagement*	
	5.1	Focus on private sector for financing mitigation measures, identify specific areas where the private sector involvement can have a meaningful impact, and ensure the establishment of sustainable finance mechanisms and systematic private sector engagement. Special focus should be given to enhance the south-south exchange between participating countries to exchange ideas and share knowledge with those that are further behind in their efforts.	UNDP GSU and COs and National Partners
6		*Output 6: Strengthened platform for evidence-based learning, advocacy and exchange of knowledge and experiences*	
	6.1	Assist national partners to identify lessons, good practices and solutions that can be promoted through knowledge networks. Produce or translate into local languages to benefit more countries that were not involved in the programmes.	UNDP GSU, UNDP COs and national partners
7		*Programme implementation and Adaptive Management*	
	7.1	Adaptive management measures need to constitute part of the Programme implementation review. This is crucial to effectively avoid any risks during the implementation.	

7.2	Discuss the logframe and annual work plans systematically with stakeholders, mainly at the country level, with a focus on the proposed targets and indicators per year and ensure that targets and indicators continue to be SMART.	
7.3	Ensure that the Programme's Reports include qualitative and quantitative analysis and provide essential information. An exit strategy and a sustainability plan need to be discussed during the last six months of the Programme.	

1.2 Lessons learned

o *Lesson Learned 1:* The Project has become and serves as a model of excellence for other Global projects to build on. Specifically, the flexibility and programming agility afforded are key in being able to respond to changing countries' needs, and the dedicated, multidisciplinary and multi-lingual team is useful for supporting the process.

o *Lesson Learned 2:* High-level political will is critical for driving climate change mitigation and adaptation at the national level. The need to identify national focal points and/or champions at the national level is important to support the implementation process and enhance coordination.

o *Lesson Learned 3:* Broad stakeholders' engagement with a robust coordination and communication mechanism is important for successful implementation. It was observed and shared by different stakeholders that the project was considered very successful due to the ability to talk in more than one language. Providing facilitation services and translation during different events facilitated the groups' interactions and work.

o *Lesson Learned 4:* There's need to enlist the involvement and contribution of the private sector and specialized agencies in climate change mitigation efforts for scaling up capacity building and knowledge management.

o *Lesson Learned 5:* This kind of global programme, with national projects, and multi-donors are useful tools for supporting the attainment of climate targets and SDG targets at the national and global levels.

o *Lessons Learned 6:* Continuous stakeholders' engagement and communication is essential for knowledge management and sharing project implementation.

o *Lessons Learned 7:* Youth engagement, gender responsive planning, and private sector involvement are critical need for future NDC revisions to ensure that no one is left behind.

2. Introduction

17. This report summarizes the findings of the MTE conducting during the period of July to October 2022 for the UNDP-supported multi-donor financed Programme entitled: "Nationally Determined Contribution Support Programme (NDC SP): Delivering Sustainability through Action on Climate Change" (hereby referred to as the Programme, or NDC Programme). In July 2017, the Programme was approved to receive a **US$ 54,159,985** grant from the European Union (EU) and the governments of Germany (BMU, BMZ) and Spain (AECID) to "*support governments to accelerate implementation of climate priorities that they have defined in their Nationally Determined Contributions (NDCs) under the Paris Agreement and, through these efforts, enable countries to achieve their sustainable development goals (SDGs)".* More specifically, to strengthen the capacities of key national stakeholders in view of NDC implementation and/or more ambitious next-generation NDCs.

2.1 Purpose of the Mid-Term Evaluation

18. The MTE of the Programme is aimed to review the efficiency, effectiveness, relevance, sustainability, and impact of the NDC SP to date, while also identifying and sharing opportunities for improvement in future programming. The key questions to measure these aspects of the Programme are provided below. Since the Programme is in the mid of its implementation, the intervention is not anticipated to have an impact at this stage of implementation in the Programme, however, MTE applied several questions rather than focus on expected impact and possible challenges /obstacles to achieving the Programme outcomes. The MTE provided relevant recommendations and lessons learned per each evaluation criteria. Findings are expected to be considered in the planning and implementation of future NDC programming through UNDP. Per se, the MTE for this Programme serves to assess:
    - to which extent did the NDC SP achieve the expected results to date?
    - what lessons can be drawn from the implementation thus far to ensure impact, effectiveness, efficiency, and sustainability in future phases?

    This MTE was prepared to:

    - be undertaken independent of Programme management to ensure independent quality assurance.
    - apply UNDP norms and standards for midterm evaluations.
    - assess achievements of outputs and outcomes, likelihood of the sustainability of outcomes, and if the Programme met the minimum M&E requirements; and
    - provide recommendations to increase the likelihood of the Programme delivering all its intended outputs and achieving intended outcomes.

19. Besides, special focus was placed on assessing the design and coherence of the Programme, including the design of the Programme Theory of Change/Results Framework, the level of indicators being Specific, Measurable, Attainable, and action-oriented, Relevant, and Time-bound, the progress in the achievement of the indicator targets, and clarity and appropriateness of data collection methods for each indicator.

20. In addition, the MTE analyzes the strengths and weaknesses in terms of planning, management, implementation, and monitoring of the Programme and the extent to which cross-cutting issues (gender mainstreaming, human right based-approach, visibility, and communication, etc.) are applied and provide recommendations for improvements. The extent of gender mainstreaming is assessed for the Programme planning phase as well as for the Programme implementation and monitoring phases.

2.2   Scope and Methodology:

21. The scope of the MTE covers the entire UNDP-supported, multi-donor, multi-governments implemented Programme and its components as well as the co-financed components of the Programme. This MTE assesses 53[4] months of Programme progress, achievements and implementation considering the status of Programme activities, outputs and the resource disbursements made up to 31 December 2021. The MTE also reports on the progress against objective, output, and impact indicators listed in the latest Project Results Framework (PRF) as to how these outputs will be achieved within the Programme duration (up to December 2023) or with a Programme extension (the evaluation workplan is provided in Annex 2). The MTE report concludes with recommendations, as appropriate, for the key stakeholders of the Programme. The MTE was approached through the criteria of relevance, effectiveness, efficiency, sustainability, and impact, as defined and explained in the UNDP Evaluation Guidelines (June 2021).

22. The *methodology* adopted for this MTE includes:
    ✓ Review of Programme documentation (e.g. progress reports, annual reports, meeting minutes of Project Steering Committee) and pertinent background information.
    ✓ Interviews with key Programme personnel including the National Projects Managers/Coordinators, Programme Management Unit at Global level, donors, and development partners involved in the implementation of the Programme at global and national levels, technical advisors, and Programme developers.
    ✓ Virtual interviews with relevant stakeholders including other government agencies and institutes and private sector entities; and
    ✓ Virtual interviews and meetings with the national projects' stakeholders due to the COVID-19 pandemic substituted by interviews with beneficiaries.
    ✓ Feedback from relevant stakeholders through a questionnaire.

23. A full list of documents reviewed, and the list of people interviewed are given in Annex 5 and Annex 6, respectively.

2.3   Evaluability

24. The evaluation design examines the extent of the Programme's realistic achievement in comparison to planned activities and value for money. The results framework is essential to understanding whether the Programme achieved its desired outcome or is in the process to achieve the desired outcome.

25. The MTE sought to ascertain the extent to which the Programme is supporting Governments to achieve transformational change by using NDC implementation as a mechanism to scale up investments in climate change and deliver sustainable development. It also assessed if the Programme builds on UNDP's extensive foundational work supporting on low-emission development to help them deliver on the commitments outlined in their NDCs and, through this, on the Paris Agreement and beyond to the Sustainable Development Goals (SDGs).

26. The MTE consultant presents the extent to which the Programme can be evaluated in a reliable and credible fashion by following the UNDP evaluation guidelines as presented in the inception report (IR) and by identifying the following dimensions of evaluability:

    ✓ the nature of the Programme theory of change (TOC).

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[4] This MTE covers the project from the start date (July 2017) till December 2021.

✓ the availability of relevant data and the capacity of the commissioning unit to provide it.

✓ the utility and practicality of an evaluation, given the views and availability of relevant stakeholders.

2.4   Evaluation Criteria and Questions

27. The MTE methodology adhered to the United Nations Evaluation Group (UNEG) Norms & Standards. According to the UNDP Evaluation Guidelines (June 2021), the MTE should provide evidence-based credible, useful, and reliable information. It sat up a collaborative as well as a participatory approach to ensure close cooperation with the Programme team, government counterparts in participating countries with a focus on the UNDP Country Offices, UNDP Regional team, members of the steering committee, local communities, and other key stakeholders.

28. The Programme was reviewed in the context of:

✓ *Programme strategy:* This includes an analysis of the Programme design (and Programme Results Framework) as outlined in the ProDoc to identify if the strategy is effective in achieving the desired outcomes.

✓ *Progress towards results:* This is to include information provided from, amongst others, Programme work plans, Programme implementation and progress reports at global and national levels, relevant Programme reports, and information provided from various Project stakeholders.

✓ *Programme implementation and adaptive management:* This is an assessment of the quality of support to the Programme from UNDP as well as the Executing Agency of the Programme at the national levels. Assessment parameters included management arrangements, work planning, finance, and co-finance, Programme level monitoring and evaluation systems, stakeholder engagement, reporting and communications; and

✓ *Sustainability:* The likely ability of an intervention to continue to deliver benefits for an extended period after the end-of-Programme (EOP). The MTE sustainability assessment essentially sets the stage for the Terminal Evaluation during which sustainability will be rated under the four categories of sustainability, namely financial, socioeconomic, institutional framework, and governance, and environmental.

✓ *Fulfilment of gender equality.*

29. The MTE used the evaluation criteria of relevance, effectiveness, efficiency, sustainability, and impact, as defined, and explained in the UNDP Guidance for conducting a Mid-Term Evaluation of UNDP Projects. To the extent possible, key informant interviews were used to collect data from project participants. These participants included Programme partners, stakeholders, and targeted beneficiaries. Sets of questions were used to facilitate data and document collection and knowledge sharing. The questions were arranged around the evaluation criteria. Many of the below questions were used in the virtual interviews. These questions were also used to make sure that all aspects are covered, and the needed information is requested to complete the review exercise and guide in preparing the semi-structured interviews.

30. Below are some of the guiding questions within the framework of the evaluation criteria.

31. **Relevance** - Is the Intervention doing the right thing? Relevance examines the extent to which the intervention objectives and design respond to global and national needs, policies, and priorities and those of beneficiaries and partner institutions and continues to do so as circumstances change.

Questions:
- To what extent has the Programme responded to the priorities and the needs of target beneficiaries as defined in the Programme document?

- Has the Programme been able to effectively adapt its areas of work to the effects of the COVID-19 pandemic in the Programme's implementation countries?
- Does the Programme respond to national priorities, even if these priorities have changed over time?
- Does the theory of change remain relevant? If not, why? And how can it be improved?
- Upon a critical analysis of the Programme's Logical framework indicators and targets, and baseline data, how "SMART" are the midterm and end-of- Programme targets are (Specific, Measurable, Attainable, Relevant, Timebound)? Are any specific amendments/revisions to the targets and indicators necessary?
- Was there a clear and logical consistency between, inputs, activities, outputs, and progress towards achievement of objectives (quality, quantity, and timeframe)?
- How has the Programme contributed to the priorities of the overall environmental protection and development programs?

32. **Effectiveness**: Is the intervention achieving its objectives? Effectiveness examines the extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.

Questions:
- By reviewing the results and resources framework, is the Programme on track to achieve intended results at the outcome and output levels? What are the key achievements and what factors contributed to the achievements or non-achievement of those results?
- In which areas does the Programme have the greatest achievements? Why and what have been the supporting factors? How can the Programme build on or expand these achievements?
- In which areas does the Programme have the least achievements? What have been the constraining factors and why? How can they or could they be overcome?
- To what extent has the Programme been appropriately responsive to the needs of the national constituents and changing partner priorities?
- How has the Programme contributed to the partner governments' relevant policies/actions?
  Identify challenges encountered and remaining barriers to achieving the Programme objective.
- By reviewing the aspects of the Programme that have already been successful, are there ways that can be identified in which the Programme can further expand these benefits?
- Has the Programme been effective in addressing the impact of the COVID-19 pandemic, both in terms of effective implementation of the planned actions, and in assisting the partner governments with readiness for post-COVID recovery?

33. **Efficiency** - How well are resources being used? Efficiency examines the extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

Questions:
- To what extent is the Programme management structure as outlined in the Programme Document efficient in generating the expected results?
- Examine how the COVID 19 pandemic has contributed/could further contribute to additional delays and the risk of not achieving the Programme objectives and targets and propose measures to adapt to the situation.
- Assess whether the combined expertise of the Programme team is adequate to deliver against the Programme objectives and targets.
- Review any delays in Programme start-up and implementation, identify the causes and examine if they have been resolved.
- Review the changes to fund allocations because of additional contributions and assess the appropriateness and relevance of such additions.

- Does the Programme have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for a timely flow of funds?

34. *Sustainability: Will the benefits last? Sustainability examines the extent to which the net benefits of the intervention continue or are likely to continue.*

Questions:
- What outcomes and outputs have the most likelihood of sustainability and being adopted by partners and why?
- To what extent do national partners have the institutional capacities, including sustainability strategies, in place to sustain the outcome-level results?
- To what extent have national partners committed to providing continuing support (financial, staff, aspirational, etc.)?
- To what extent do partnerships exist with other national institutions, NGOs, United Nations agencies, the private sector, and development partners to sustain the attained results?
- What is the possible impact of Covid-19 on the Programme's sustainability?

35. *Additional Evaluation Scope (Cross-cutting issues):*

- The MTE will give a special focus to analyze the extent to which cross-cutting issues (gender mainstreaming, human right based-approach, visibility and communication, partnerships developed at local, regional, and global levels, etc.) are applied and provide recommendations for improvements.

36. *Gender equality and mainstreaming*

- To what extent has gender equality and the empowerment of women been addressed in the design of the Programme?
- To what extent has the project promoted positive changes in gender?
- Have gender issues been considered in Programme implementation? If so, how and to what extent? how data was collected during Programme implementation, i.e. sex disaggregated. Several females/males participated in different events. Female / males' satisfactions and feedback on attending and participating on different events.

37. *Visibility and communication*

- Review internal Programme communication with the stakeholders: Is communication regular and effective? What feedback mechanisms are in place?
- Review external Programme communication: Are proper means of communication established or being established to express the Programme progress and intended impact to the public (is there a web presence? Did the Programme implement appropriate communication tools?) and ensure donors' visibility?

38. *Human Rights*

- To what extent have poor, indigenous and tribal peoples, women, and other disadvantaged and marginalized groups benefitted from the Programme-supported interventions?

39. The MTE framework is presented in Annex 4 (a matrix that details review questions, indicators, and sources of verification).

40. Since the Programme is a global initiative with nationally implemented projects, this MTE mainly relied on desk review of key Programme and national projects documentation, supplemented by information from selected interviewees on the Programme activities. However, a limitation of this MTE was the inability of the MTE Consultant to have face-to-

face interviews with key stakeholders. Regardless, the MTE consultant has made every effort to understand the Global Programme and the nationally implemented projects and present a fair and a well-balanced assessment of the Programme. Any gross misrepresentation of the Programme has been resolved through discussions with the Global and national teams.

2.5   Data Collection Methods

41. The methodology consists of several tools with an analysis of both qualitative and quantitative data. It included, but was not limited to, the following:

- *Data collection.* Programme-related documents including progress reports, technical deliverables, annual work plans, budget revisions, combined delivery reports, co-financial data, etc. were gathered. To the extent possible, data collection and analysis were disaggregated by gender. Programme-related documents were received from the Programme team and the UNDP team. During the evaluation, the consultant requested additional documentation as per the needed of the evaluation exercise.
- *Desk Review, including amongst others:* Programme Document, progress reports, inception report, M&E Framework, roles and responsibilities, management arrangements, Programme budget revisions, internal M&E data, communication and outreach, and any other materials that the NDC SP team considers useful for the evidence-based review. Reviewing the Programme data like workshops' participant's evaluation and training programmes participants' review of events will help in getting the perspective of both women and men beneficiaries and stakeholders
- *Consultations with the Programme's stakeholders via semi-structured interviews, virtual meetings.* A set of questions were prepared in advance and used to facilitate data collection and knowledge sharing. The questions were arranged around the assessment criteria. Different sets of questions were used with different groups of stakeholders. Findings were cross-checked during different interviews and with the available evidence.
- Observations based on the interviews and meetings: the information collected, including documentary evidence, interviews, and observations, were compiled, summarized, and organized according to the questions asked in the review.
- Online questionnaires were sent to those who have participated in and benefited from the component activities.
- Triangulation of information collected from different sources/methods to enhance the validity of the findings.

2.6   Analytical Approaches

42. The selection of the right analytical approach depends on the list of questions were asked and the review matrix that was developed to support the MTE exercise. This process entails having a clear understanding of the Programme, its objective, aim, outcomes, outputs, the theory of change, and the resulting impacts and approach for sustainability.

43. The analytical approaches and methods that was used included:

- **Descriptive**: this approach was used to define the status of the Programme component implementation, it describes the Programme's objective, outputs, and impact.
- **Diagnostics**: this approach was used to understand 1) what happened? 2) what did the Programme components achieve and how?; 3) why is this happening?; 4) what partnerships were developed: 5) how are the financial resources used: 6) how is the Programme co-financed: and 7) what are the Programme component risks and issues, and mitigation measures. It was used to define what is the Programme component's impact, are these sustainable, and what will happen after the closure of the Programme component.

- **Prescriptive**: this approach was used to define the main findings of the evaluation and to define a set of recommendations for the Programme component and future interventions.

2.7   Risks and Shortcomings

44. Due to the nature of the Programme and the need to meet with key relevant stakeholders virtually, several limitations have faced the evaluator leading to inaccessibility of data or verification of data sources due to difficulties in interviewing stakeholders:

- Availability of interviewees. Not all stakeholders were available/interested to engage virtually.
- Limited internet access, reliable internet access, and consistent power; and
- Language barriers, time difference, etc.

45. The MTE implemented the below set of activities to mitigate these limitations, including:

- Introduced surveys/questionnaires - when needed and possible - to ensure that all relevant stakeholders are interviewed, and that more extensive and representative qualitative and/or quantitative evaluation data are collected.
- Utilized a wide range of available tools to ensure stakeholder engagement. When virtual meetings using zoom and skype tools were not an option for some stakeholders, email exchanges and questionnaires were practical options.

2.8   Structure of the MTE Report

46. This MTE report presented the findings and recommendations as follows:

- An overview of the Programme activities from a development context from its commencement of operations in July 2017 to the time of the MTR (December 2021);
- An assessment of Programme strategy and design.
- An assessment of Programme progress towards results.
- An assessment of Programme implementation and adaptive management.
- Assessment of sustainability of Programme outcomes; and
- Conclusions and recommendations.

47. This MTE report is designed to meet UNDP criteria and guidelines explained in the UNDP Evaluation Guidelines (June 2021). Thus, The MTE report is completed and logically organized. It includes the following section:

- **Title and opening pages** providing the programme basic information.

- **Programme and evaluation information details** to be included in all final versions of evaluation reports on the second page (as one page).

- **Table of contents,** including boxes, figures, tables, and annexes with page references.

- **List of acronyms and abbreviations.**

- **Executive summary.** A stand-alone section that should: 1) Briefly describe the intervention of the evaluation (the Programme, policies, or other intervention) that was evaluated, 2) Explain the purpose and objectives of the evaluation, including the audience for the evaluation and the intended uses, 3) Describe the key aspect of the evaluation approach and methods, 4) Summarize principle findings, conclusions and recommendations, and 5) Include the evaluators' quality standards and assurance ratings.

- **Introduction. 1)** Explain why the evaluation was conducted (the purpose), why the intervention is being evaluated at this point in time, and why it addressed the questions it did, 2) Identify the primary audience or users of the evaluation, what they wanted to

learn from the evaluation and why, and how they are expected to use the evaluation results, 3) Identify the intervention of the evaluation (the project(s) programme(s) policies or other intervention—see the upcoming section on intervention), and 4) Acquaint the reader with the structure and contents of the report and how the information contained in the report will meet the purposes of the evaluation and satisfy the information needs of the report's intended users.

- **Description of the intervention being evaluated,** providing the basis for report users to understand the logic and assess the merits of the evaluation methodology and understand the applicability of the evaluation results. The description provides sufficient detail for the report user to derive meaning from the evaluation.

- **Evaluation scope and objectives.** The report provides a clear explanation of the evaluation's scope, primary objectives, main questions, evaluation scope, objective, criteria, and questions.

- **Evaluation approach and methods.** The evaluation report describes in detail the selected methodological approaches, methods, and analysis; the rationale for their selection; and how, within the constraints of time and money, the approaches and methods employed yielded data that helped answer the evaluation questions and achieved the evaluation purposes.

- **Data analysis.** The report describes the procedures used to analyze the data collected to answer the evaluation questions.

- **Findings** are presented as statements of fact that are based on an analysis of the data. They are structured around the evaluation questions.

- **Conclusions** comprehensive, balanced and highlight the strengths, weaknesses, and outcomes of the intervention. Conclusions are well substantiated by the evidence and logically connected to evaluation findings. They respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to the decision-making of intended users, including issues in relation to gender equality and women's empowerment.

- **Recommendations.** The report provides practical, actionable, and feasible recommendations directed to the intended users of the report about what actions to take or decisions to make.

- **Lessons learned.** The report includes a discussion of lessons learned from the evaluation, that is, new knowledge gained from the circumstance that is applicable to a similar context. Lessons are concise and based on specific evidence presented in the report.

- **Report annexes.** annexes include the following: a) TOR for the evaluation, b) Additional methodology-related documentation, such as the evaluation matrix and data-collection instruments as appropriate, c) List of individuals or groups interviewed or consulted, d) List of supporting documents reviewed, and e) Code of conduct signed by evaluator.

3. Programme Description and Development Context

3.1   Development Context

48. UNDP is the largest implementer of climate change support within the UN system. People's lives and livelihoods around the world are threatened by food and water scarcity, extreme weather events, and climate-change-induced displacement. The annual average economic losses from climate-related disasters are hundreds of billions of dollars. Tackling climate change is therefore a top corporate priority to ensure that the efforts made to advance Agenda 2030 are not rolled back. To fulfil the global goals of the Paris Agreement and avoid an irreversible climate crisis, the global emissions need to be reduced to half by 2030 and carbon-neutral economies to be achieved by 2050. The year 2020 was considered a key because it was the first opportunity for countries to review and update the climate priorities and action plans, which were submitted in 2015, known as Nationally Determined Contributions (NDCs). Since then, the UN system has been advocating for all governments to commit to bolder climate action in their NDCs to help slow the pace of global warming.

49. The Paris Agreement built upon submissions from 189 countries for national climate pledges known as Intended Nationally Determined Contributions (INDCs), which become a binding Nationally Determined Contributions (NDC) when a country ratifies the Paris Agreement. NDCs reflect a country's ambition for reducing greenhouse gas (GHG) emissions, considering domestic circumstances and capabilities, and the majority have also included adaptation goals. Under the provisions of the Paris Agreement, countries are expected to submit updated and more ambitious NDCs every five years. NDCs are thereby expected to become the main vision by which national, subnational, and sectoral climate change policies and actions are aligned with national development priorities and the Sustainable Development Goals (SDGs).

50. The implementation of the ambitious NDCs will therefore require Governments to define and mainstream a long-term strategy for climate-resilient development, strengthen legislative and institutional frameworks, and improve understanding of where and how to access, catalyse and redirect scarce public domestic resources to reduce risks for climate-friendly investments and technologies and address economic and market barriers. Governments must signal opportunities to contribute to NDC targets through the implementation of priority NDC mitigation actions and strategically apply policy tools to reduce investor risks with the overall goal of reducing the climate vulnerability of their nations.

51. In 2016, UNDP surveyed 58 developing countries on NDC support needs, as well as gathered the feedback from the 38 countries participating in UNDP's LECB Programme. The survey identified several key support areas for laying the foundation for NDC implementation and the Paris Agreement:

- NDC implementation plans and institutional structures: Countries require assistance to develop national implementation plans for their NDCs. This includes establishing agile and coherent whole of government institutional structures to facilitate effective implementation both horizontally and vertically (national to sub-national).
- Measurement, reporting, and verification (MRV): Countries need support to strengthen their MRV capacity and national data-sharing mechanisms to better analyse and communicate progress against NDC targets and mitigation actions, including NAMAs and LEDS, in a systematic and efficient manner. Improved systems can also support improved tracking of SDG targets and inform policy planning.
- Mitigation actions aligned to NDCs: Countries need to transform NDC targets into concrete actions and to increase ambition, as feasible. Through NAMAs, LEDS, and other mitigation initiatives, countries can scale up their mitigation ambition within the 2016-2020 period, to be ready for NDC implementation and to demonstrate adaptation co-benefits. NAMAs constitute a key implementation tool for NDCs and the use of

NAMAs to achieve outlined NDC targets is a practical, actionable approach to NDC implementation.

- Finance structures and private sector engagement: There is a significant gap in capacities to develop structured financial models for scaled-up mitigation efforts and to identify implement financial market mechanisms and risk-reduction measures that will remove barriers to large-scale finance and public and private investments in mitigation actions.

- UNDP played a central role in the preparation of INDCs in the lead-up to the Paris Agreement that included direct technical and financial support to 43 countries – including 25 supported through the LECB Programme and the EU-funded sister project, Support to Developing Countries on Intended Nationally Determined Contributions. UNDP has also organised 2 global and 15 regional Technical Dialogues in collaboration with the UNFCCC and other development partners to build technical capacity and exchange experiences on NDC design and implementation, and developed pioneering guidance in 2015 with the World Resources Institute (WRI) on Designing and Preparing Intended Nationally Determined Contributions.

52. UNDP conducted a review in May 2016 to assess the degree to which the NDCs recognized and/or integrated gender equality[5]. The analysis found that of the 161 NDCs submitted at that time, only 40% (65 countries) made at least one reference to gender equality and women's empowerment. Those references were primarily related to the role of women in adaptation, but without specific mention of key sectors or women's roles. Only a few countries recognized the role of women in mitigation. The report concluded with a series of recommendations for comprehensively integrating gender considerations into NDC planning and implementation by considering seven entry points, which have been integrated into the design of a new Programme (the NDC SP Programme): 1) Analyze the national context for gender trends, 2) Assess institutional gender equality frameworks and coordination mechanisms, 3) Integrate gender equality into climate change policy and planning instruments and processes, 4) Engage in multi-stakeholder consultations with women and women's organizations, 5) Support capacity development of different groups, 6) Monitoring and evaluation, and the use of sex-disaggregated data and indicators and 7) Gender-responsive climate finance mechanisms.

3.2   Problems that the Programme Seeks to Address

53. The Programme was designed and tailored to countries' context, priorities, and budgets. The main objective was to provide support to governments to address six main challenges to using NDCs as tools for scaling up climate change mitigation ambition:

- *High-level leadership*: strong and dedicated leadership is required to facilitate mobilizing the needed support across different sectors to enhance work to implement NDC and to encourage integrated climate governance. The Programme was designed to support and champion high-level leaders to build consensus and commitment on an ambitious vision to address climate change within a sustainable development context.   Attention is paid to elevate leadership roles for women.

- *Integrated climate governance:* climate change needs a holistic approach to achieve intended results.   Thus, strong and well-structured institutional frameworks are pre-conditional for achieving zero carbon development and transformational change. Further, climate change is a cross-cutting challenge and NDC implementation requires an integrated, collective institutional

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[5] Gender Equality in National Climate Action: Planning for Gender-Responsive Nationally Determined Contributions (UNDP, 2016)

response and inclusion of a broad range of stakeholders in finding appropriate national solutions and including the key sectors relevant to global development in this work, such as gender and health, to maximize synergies for SDG implementation. The Programme was designed to provide the needed support to policy makers through a whole-of-government approach to strengthen capacities, institutions, and systems to engage, plan, coordinate and deliver climate targets and to implement, track and report progress towards climate change and sustainable development targets in an efficient and systematic manner.

- *Evidence-based planning, design, and implementation:* While climate targets in the NDCs provide a national collective vision for climate-informed development, NDC implementation requires that decision makers have confidence that adaptation and increased mitigation ambition can deliver fully transformative, zero carbon development. The Programme was designed to support countries to design robust, evidence-based mitigation actions and strategies.

- *Smart, catalytic financing and investment:* strong and innovative investments are needed to transform countries' economies to be climate resilient and zero carbon emitters. The Programme was designed to support governments to blend and catalyse climate finance sources, and to apply policy and financial levers to scale up climate action. LDCs and SIDS will be supported to increase capacities and address climate investment barriers of less mature markets.

- *Public-Private Partnerships:* The engagement of private sector throughout the NDC process is critical to ensure that private incentives are fully aligned with a country's sustainable development vision. The Programme was designed to support systems and platforms through which the public and private sector can work in a trusting, collaborative manner to create conditions for competitive, market-based solutions to climate change that also deliver sustainable development dividends.

- *Research, Advocacy, and Innovation:* Governments need to have greater confidence in their decisions as they move to the more adaptive*,* whole of government approach that NDC implementation demands. This will be achieved through research, advocacy, and innovation. The Programme was designed to foster structured peer-to-peer learning.

3.3   Programme Description

54. UNDP with the support of several governments launched its NDC Support Programme. It is one of the primary channels for UNDP to support countries to review, revise and implement their NDCs and has served as a foundation and contributor to other strategic initiatives. It is a \$72M[6] Programme, funded by the European Commission, and the Governments of Germany, and Spain, which has provided financial and technical assistance to over 40 countries around the world, delivering enabling activities and technical assistance on both the implementation of NDCs and the NDC enhancement process. The Programme was designed to play a catalytic role and was considered a significant contributor to UNDP's Climate Promise[7] and the NDC Partnership.

55. The Programme goal is to *"support governments to achieve transformational change by scaling up public and private investments in climate change actions to deliver long-term sustainable development and championing the benefits of zero-carbon, climate-resilient development".* This was intended to be achieved by supporting countries to use their NDCs

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[6] This is the new budget. More resources were mobilized after signing the programme document.

[7] A corporate initiative spearheading support in over 100 countries to enhance NDCs and deliver upon the Paris Agreement.

as a tool for realizing zero-carbon and climate-resilient development that is sustainable, and fully inclusive – and one where the empowerment of women is integral to success. An inclusive approach that incorporates whole of government was encouraged to advance a human-rights based approach, identify investment barriers to mitigation actions, and to put in place the needed enabling environment to attract climate financing that creates equal opportunities.

56. The NDC Support Programme necessarily builds on UNDP's strong foundation and $2.8 billion portfolio, expertise, and lessons learned from climate change mitigation and adaptation programmes and projects, as well as UNDP work on National Communications, transparency, REDD+, gender, health, and climate change governance. In the Arab States region, there are also emerging experiences on climate change in fragile and crisis contexts that can be shared as a way of bridging the humanitarian-development nexus. The Programme capitalized on the ongoing work and UNDP's areas of competitive advantage to support national governments to use their NDCs as a chapeau for bringing together the various strands of climate action in-country under a single long-term vision.

57. The proposed approach for the Programme directly builds upon and draws significantly on the experience and lessons learned from the LECB Programme. A mid-term evaluation of the LECB Programme, conducted in 2015, concluded that the Programme played an important role in bringing sectorial institutions together to collaborate on mitigation actions and LEDS. The Programme was also recognized for its guidance materials and knowledge products and opportunities for south-south sharing of experiences through workshops, webinars, and case studies. Therefore, a similar management structure was proposed for the NDC Support Programme. The Programme strategy drew upon lessons learned during the 2016 survey of developing countries on NDC support needs.

58. To support the national development process and to ensures linkages and synergies to regional and international processes, a Global Support Unit (GSU) was established to provide global oversight and coordination, technical assistance, and quality assurance to country projects. The GSU will also codify and disseminate best practices and knowledge products to national project teams and the international community through partner networks and ensure coordination with donors and other development partners. The GSU works closely with the UNDP Regional Hubs and UNDP country offices, who are the direct counterparts responsible for the monitoring and supervision of the projects at the national level.

59. Countries selected for direct financial and technical assistance under the NDC Support Programme were drawn initially from those currently participating in the LECB Programme, given that the NCD-SP is a continuation of their work under the LECB Programme, which was used as a core input to their INDCs and provides substantive inputs to the new activities.

60. However, to ensure that all UNDP Country Offices (COs) can benefit from the Programme, a new NDC Help Desk was launched through which COs can request remote, targeted technical advisory services related to NDC implementation. The Help Desk is used to disseminate best practices and relevant resources emerging from the Programme as well as from UNDP's other ongoing work on adaptation, mitigation, finance, gender, and REDD+.

61. The NDC SP Programme has been officially launched in December 2018 and will be accomplished in December 2023. The Programme includes 6 main outputs:

- **Output 1:** Leadership strengthened and championed to promote ambitious climate change vision
- **Output 2:** Integrated governance enhanced to deliver NDC outcomes
- **Output 3:** Evidence-based design and planning of mitigation actions delivered

- **Output 4:** Capacities developed to design climate-friendly investment opportunities, address investor risk, and blend and catalyse climate finance
- **Output 5:** Enabling environment enhanced for private sector development
- **Output 6:** Strengthened platform for evidence-based learning, advocacy, and exchange of knowledge and experiences

62. These outputs have been complemented over time by additional outputs[8]:

- **Output 7**: Alignment between COVID-19 recovery efforts and NDC enhancement and implementation processes strengthened
- **Output 8**: An inclusive and transparent engagement process to revise and submit enhanced NDCs by 2020, with a demonstrated increase in ambition, undertaken by as many countries as possible.

3.4   Programme Implementation Arrangements

63. A Global Support Unit (GSU), anchored in New York but with regional support around the world, provides technical assistance and quality assurance to national Programme teams and ensures that knowledge, lessons, and best practices are disseminated. The GSU sits within the Nature, Climate and Energy unit of the Bureau for Policy & Programming Services, and works closely with other relevant teams and initiatives, especially the UNDP-Global Environment Facility (GEF) mitigation team, the UNDP-UNEP Global Support Programme for National Communications, and Biennial Update Reports, and UN-REDD, to name a few. Furthermore, the GSU works with UNDP's regional hubs to ensure that country efforts are reflected in upstream policy dialogues concerning regional climate change agendas and to encourage the alignment of activities with national development priorities and the SDGs.

64. At the national level, the national projects are executed by government partners under UNDP National Implementation Modality (NIM) following UNDP Programme and Policy Procedures (POPP).

3.5   Programme Timing and Milestones

65. The Programme was designed as a 6.5-year initiative that commenced in July 2017 scheduled to end in December 2023. A summary of significant events for the first 53 months of the Programme include:

- The NDC Support Programme been approved in July 2017.
- The NDC SP has officially begun implementation in December 2018.
- A high-level launch took place at the 23rd meeting of the Conference of Parties (COP) in December 2017 in the presence of Programme donors and the UNDP Administrator.
- The Programme has since significantly expanded from the initial pool of 25 countries to 43 countries, with funding provided by donors to support NDC implementation and revision, gender mainstreaming, access to finance and private sector engagement, sectoral "deep dives", NDC Partnership country-level facilitation support, and national and regional capacity building through the Morocco Climate Change Competence Center (4Cs).
- The current 47 countries are drawn from across all UNDP regions and include:
    - 12 least developed countries (LDCs): Bhutan, DRC, Ethiopia, Lao PDR, Mali, Nepal, Rwanda, Sao Tome and Principe, Togo, Uganda, Vanuatu, and Zambia.

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[8] Outputs 7 & 8 have been officially incorporated into the NDC SP project document in 2022 and are therefore outside of the formal scope of the MTE.

- 4 Small Island Developing States (SIDS): Marshall Islands, Sao Tome and Principe, Trinidad and Tobago and Vanuatu; and
- 8 higher-emitters1: Argentina, Brazil, Indonesia, Kazakhstan, Nigeria, Thailand, and Viet Nam.
- Due to COVID-19 and other issues, a one 2-day online Steering Committee meeting was held in July 2020. That meeting led to the validation of concrete actions to improve the management of the Programme and strengthened ambition to scale-up its support to countries, especially in the context of COVID-19 and NDC implementation.
- The mid-term evaluation was planning for 2020 and was postponed then to 2021 and finally it took place in 2022.
- It was noticed that the Programme was monitored in accordance with UNDP's programming policies and procedures only in 2020 and afterward. There are only 2 annual progress reports following the UNDP's programming policies and procedures, namely, the 2020 APR and the 2021 APR.
- UNDP approved the Programme document on 25 May 2017 with no specific date registered on the signing date.
- Several agreements and memorandum of understanding were developed and signed with different donors and for different purposes, including: BMU (4 agreements), MBZ (3 agreements), EC and Spain (2 agreements).

3.6 Main Stakeholders

66. The Programme main stakeholders include:

- Government entities at national and sub-national level: they are essential to ensure national ownership and complementarity of NDC implementation with the national sustainable development agenda. The consultant tried to meet with a range of key line Ministries involved in the Programme, including: the Ministries responsible for environment and climate change, key sectoral ministries responsible for the implementation of climate mitigation targets and actions such as the Ministries responsible for financing, planning, foreign affairs, transport, agriculture, water resources, etc.
- Women and women's groups: according to the ProDoc. 10 countries were supposed to be supported to conduct an in-depth gender analysis to identify potential political and regulatory barriers and entry points that may exist to empowering women in NDC implementation and then address these barriers through specific projects activities.
- The private sector is a vital partner for implementing and financing climate mitigation actions and promoting access to sustainable energy. A representative sample was interviewed which represent the domestic and the international actors.
- Other important national actors for defining a long-term vision for zero-carbon, climate-resilient development, as well as the barriers to this vision, include finance providers, civil society organizations, the research and academic sector, and non-governmental organizations.
- Vulnerable communities who are central to the sustainable development solution are key beneficiaries of this Programme and were interviewed.

4. Findings
4.1   Project Strategy

67. The Programme is relevant to all participating countries' Paris commitment responding to sustainable development goals (SDGs). The Programme design was formulated in close consultation with governments, international organizations, finance institutions, and NGOs. The approach of the Programme sought to achieve transformational change by using NDC implementation as a mechanism to scale up investments in climate change and deliver sustainable development.

68. The Programme is a global multi-donor initiative funded by the European Union (EU) and the governments of Germany (BMU, BMZ) and Spain (AECID). It continues to support governments - of 46 countries and 1 territory across 5 regions, as of 2021 - to accelerate implementation of the climate priorities defined in NDCs under the Paris Agreement by applying a systemic and integrated approach and acting at the global, regional, and national levels.

69. The Programme is coherent in its design that holistically addresses root causes and key challenges identified during the implementation of relevant UNDP Programmes and work namely, the UNDP's extensive foundational work supporting on low-emission development to help them deliver on the commitments outlined in their NDCs and, through this, on the Paris Agreement and beyond to the Sustainable Development Goals (SDGs).   The Programme uses available technical assistance from UNDP Head Quarters in New York, Regional Centers, and Country Offices to remove a variety of barriers and challenges identified during the numerous meetings, to advancing countries' climate change work to achieve their climate targets.

4.1.1   Original Project Design

70. The Programme began implementation in June 2017. Since then, it has significantly expanded as of 2021 from the initial pool of **25 countries** to **47 programme countries** (and 1 platform with national and regional elements (delivered through Morocco Climate Change Competence Center (4Cs)): Albania, Argentina, Armenia, Benin, Bhutan, Chile, Colombia, Costa Rica, Côte d'Ivoire, Democratic Republic of Congo (DRC), Ecuador, El Salvador, Ethiopia, Ghana, Guatemala, Honduras, Indonesia, Jordan, Kazakhstan, Kenya, Lao PDR, Lebanon, Mali, Marshall Islands, Mauritania, Mongolia, Morocco, Nepal, Nigeria, Pakistan, Palestine, Panama, Paraguay, Peru, Philippines, Rwanda, Sao Tome and Principe, Senegal, Thailand, Togo, Trinidad and Tobago, Tunisia, Uganda, Vanuatu, Viet Nam, Zambia, and Zimbabwe.

71. The Programme offers 6 complementary and interlinked areas of support services, which countries tailor according to their needs and the national context. They are:
    - Leadership strengthened and championed to promote ambitious climate change vision.
    - Integrated governance enhanced to deliver NDC outcomes.
    - Evidence-based design and planning of mitigation actions delivered.
    - Capacities developed to design climate-friendly investment opportunities, address investor risk, and blend and catalyse climate finance.
    - Enabling environment enhanced for private sector engagement.

72. There was a Theory of Change (ToC) developed during the design phase of the Programme. It calls for an implementation approach that is systemic, integrated, and gender-sensitive, and involves strengthening governance, policy, and transparency frameworks, promoting inclusive and ambitious climate leadership, and removing barriers to climate finance. The process is country-driven (i.e., the countries themselves decide how to address their climate and development issues) and participatory, involving consultations with key stakeholders in the public sector, private sector, and from civil society.

73. Underlying drivers and assumptions of each baseline activity towards their contribution to achieving the overall Programme results was covered in the PRF.

74. Considering the **satisfactory** progress, the primary issue for the MTE in the context of the Programme design is the remaining time available to meet the remaining targets as per the programme logframe. The dynamic nature of the Programme and the logical developmental pathway of activities would consist of assistance to improve the countries capacity to meet the SDGs and Paris Agreement goals. The reason for this progress is the development pathway of Programme activities in the ProDoc that was to be followed within the timeframe of the Programme.

75. A review of the ProDoc reveals that gender issues were considered wherever practical on this Programme. This included considerations on gender equality in the design of the programme mainly under the national context, the institutional gender equality frameworks, and coordination mechanisms, integrating gender equality into climate change policy and planning instruments and processes and engaging in multi-stakeholder consultations with women and women's organizations, monitoring and evaluation and gender-responsive climate finance mechanism.

76. To the MTE consultant, the Programme was designed to address gender issues through a Gender Mainstreaming intervention.

4.1.2 Analysis of Project Results Framework

77. The Project Results Framework (PRF) of the Programme meets the "SMART" criteria[9] that is appropriate to effectively monitor Project progress. Descriptions of the Programme goal is concise and easily understandable with clear numeric targets and time frames for SMART indicators. The overall Programme design and Programme results framework was well formulated, exhibiting clear linkages amongst activities and outputs. Overall Programme objectives and interventions were found to be relevant and consistent with participating Governments' policies and priorities to achieve transformational change by scaling up public and private investments in climate change actions to deliver long-term sustainable development and championing the benefits of zero-carbon, climate-resilient development[10].

78. The Programme provided under the baseline analysis and scenario, means to provide support to participating governments. It builds on UNDP's foundation and a large portfolio, expertise, and lessons learned from similar and relevant projects and programmes with focus on climate change adaptation and mitigation. The Programme approach directly builds upon and draws on the experience and lessons learned from the LECB[11].

79. The review of the PRF confirms that this Programme is well aligned with national, regional, and global priorities and their logic is appropriate to address clear national, regional, and global needs/priorities. The Programme strategy includes six outputs as per the original design. However, 2 new outputs were also added during the COVID-19 as an urgent response to the global pandemic. Yet, the Programme did not yet report on the work done

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[9] Specific, Measurable, Attainable, Relevant, Time-bound

[10] Programme Document. Section II. Strategy. Page 5. The Programme goals.

[11] LECB Programme is a $40M Programme, implemented by UNDP at the global level during the period of 2011-2017. It was funded by the European Commission and governments of Germany and Australia, and had supported 38 countries to strengthen the technical, institutional, and systemic capacities of public and private sectors to design NDCs, LEDS and NAMAs, as well as the underlying national GHG inventory systems and MRV systems.

under these two outputs in their annual programme reporting. Furthermore, gender aspects were incorporated as outputs, targets, and key results in the RF.

80. In conclusion, the PRF formulated during the design phase of this Programme presents a coherent set of expected results but also complement the work of UNDP at different levels. The review of the component strategy indicates that the strategy is a direct response to national, regional, and global needs and priorities to advance many of the developing countries and least developed countries processes and efforts in advancing the work on climate change adaption and mitigation. The overall Programme design and formulation is rated as **highly satisfactory**.

4.2 Project Results
4.2.1 Progress towards outcomes Analysis (*)

81. The information presented in this section has been sourced from 2 Annual Progress Reports (APRs) (2020 and 2021), a review of the Programme's technical reports supplemented with information collected during the MTE, virtual interviews with stakeholders and the Programme team, and the questionnaires filled by key stakeholders who were unable to join the virtual interviews.

82. A detailed assessment at the output level is presented below in *Table 2*. Comments on the ratings are also provided in the table. For these Tables, the "achievement rating" is color-coded according to the following color-coding scheme:

83. Overall results of the Programme are rated as

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
	S				

The key used for indicator assessment (Color Coding):

Green = Completed, the indicator shows achievement
Yellow = Indicators shows expected completion by the end of the Programme
Red = Indicator shows poor achievement- Unlikely to be completed by the Programme closure

Table 2. Matrix for Rating the Achievement of Outputs[12]

Logical Framework for the Programme (2017-2021) and Results

9	Output Indicators	Targets	Project Assessment at MTE	Rating	Justification for Rating
Output 1: Leadership strengthened and championed to promote ambitious climate change vision	1.1 Number of countries with political leaders promoting climate change ambitions	Mid-term target 2 Total 4	The Programme was able to support several countries and their political leaders to promote climate change ambitions. 19 countries as follows: 2019: 1 enhanced NDC1 (Ecuador) 2020: 8 enhanced NDC2s (Argentina, Chile, Colombia, Kenya, Mongolia, Nepal, Panama, and Peru); 1 new party to PA (Lebanon) 2021: 9 enhanced NDCs to the UNFCCC Secretariat (DRC, El Salvador, Ethiopia, Ghana, Lao PDR, Mali, Tunisia, Togo and Vanuatu)	HS	completed, the indicator shows achievement
Output 2 Integrated governance enhanced to deliver NDC outcomes	2.1 Number of new or improved institutionalized structures and processes for NDC implementation	Mid-term target 10 new or improved institutionalized structure and processes for NDC implementation. Final target: 12	2018: 1 (Costa Rica) 2019: 5 (Colombia, Cote d'Ivoire, Ecuador, Kenya, Viet Nam). 2020: 5 (Argentina, Chile, Mongolia, Morocco, Rwanda). 2021: 7 (Chile, Costa Rica, Marshall	HS	completed, the indicator shows achievement

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[12] Texts in this table were mainly provided by the Project team, APR 2020.

			Islands, Nigeria, Pakistan, Viet Nam and Zambia		
	2.2 Number of gender-responsive approaches integrated into institutional frameworks	Mid-term targets: 10 End of project target: 10	13 gender-responsive approaches integrated into institutional frameworks.	**HS**	completed, the indicator shows achievement
	2.3 Number of monitoring and transparency systems enhanced for NDC implementation	Mid-term targets: 10 End of project target 12	20 monitoring and transparency systems enhance for NDC implementation as follows: 2017: 1 (Costa Rica) 2019: 4 (Ecuador, Kenya, Trinidad and Tobago, Vanuatu) 2020: 9 (Chile, Colombia, Ghana, Mongolia, Nigeria, Peru, Philippines, Uganda, Viet Nam) 2021: 6 (Ecuador, Kazakhstan, Kenya, Morocco, Vanuatu and Zambia)	**HS**	completed, the indicator shows achievement
Output 3 Evidence-based design and planning of mitigation actions delivered	3.1 Number of countries with NDC that is updated, reflected in national, subnational or sectoral plans and policies, and/or with costed implementation strategy	Midterm targets: 20 End of the project targets: 20	2017: 1 (Peru) 2019: 7 (Colombia, Costa Rica, Ecuador, Ghana, Kenya, Morocco, Tunisia) 2020: 16 (Argentina, Chile, Cote d'Ivoire, Ethiopia, Kazakhstan, Lebanon, Mongolia, Nepal, Panama, Philippines, Thailand, Trinidad & Tobago, Vanuatu, Viet Nam, Zambia, Zimbabwe)	**HS**	completed, the indicator shows achievement

			2021: 12 (Ecuador, Ethiopia, Indonesia, Mali, Nigeria, Pakistan, Paraguay, Peru, Rwanda, Togo, Uganda and Vanuatu) Total: 36		
	3.2 Number of action plans prepared to incorporate gender - considerations in NDC design and implementation	Midterm targets: 10 End of the project targets: 10	2019: 5 target countries (Chile, Ghana, Kenya, Lebanon, Uganda) and 2 non-target countries (Côte d'Ivoire, Trinidad & Tobago) 2020: 2 target countries: (Bhutan, Ecuador) 2021: 1 target country (Philippines) and 3 non-target countries (Mali, Mongolia and Togo) Total: 8 target countries and 5 non-target countries (13 overall)	S	completed, the indicator shows achievement
	3.3 Number of long-term national or sectoral LEDS prepared	Midterm targets: 2 End of the project targets: 2	2019: 2 (Colombia, Costa Rica) 2021: 5 (Bhutan, Kenya, Lao PDR, Nepal and Viet Nam) Total: 7	HS	completed, the indicator shows achievement
	3.4 Number of prioritized NAMAs strengthened and promoted	Midterm targets: 7 End of the project targets: 8	2018: 2 (Peru, Zambia) 2019: 3 (Colombia, Morocco, Vanuatu) 2020: 2 (Bhutan, Uganda) 2021: 4 (Ecuador, Kenya, Lao PDR, and Viet Nam)	HS	completed, the indicator shows achievement

			Total: 11		
Output 4 Capacities developed to design climate friendly investment opportunities, address investor risk, and blend and catalyse climate finance	4.1 Number of investments de-risking strategies implemented	Midterm targets: 9 End of the project targets: 10	2019: 1 (Morocco) 2020: 9 (Cote d'Ivoire, Ghana, Kenya, Nigeria, Paraguay, Peru, Philippines, Tunisia, Uganda) 2021: 4 (Ecuador, Marshall Islands, Panama and Rwanda) Total: 14	**S**	completed, the indicator shows achievement
	4.2 Number of sustainable finance mechanisms established incl. those that are gender responsive	Midterm targets: 6 End of the project targets: 6	2019: 1 (Kenya) 2020: 2 (Indonesia, Morocco) 2021: 5 (Costa Rica, Ghana, Indonesia, Peru, and Rwanda) Total: 8	**S**	completed, the indicator shows achievement
	4.3: Market-based mechanisms supported	Midterm targets: 0 End of the project targets: 1	2021: 2 (Ghana and Vanuatu) Total: 2	**S**	completed, the indicator shows achievement
Output 5 Enabling environment enhanced for private sector development	5.1 Number of countries systematically engaging private sector on inclusive NDC investment opportunities	Midterm targets: 18 End of the project targets: 19	2018: 2 (Chile, Ghana) 2019: 4 (Bhutan, Cote d'Ivoire, Uganda, Viet Nam) 2020: 7 (Colombia, Ecuador, Kenya, Lao PDR, Nigeria, Peru, Thailand) 2021: 5 (Ghana, Kenya, Mali, Morocco (4c) and Peru)) Total: 18	**S**	Indicators shows expected completion by the end of the Programme

Output 6 Strengthened platform for evidence-based learning, advocacy and exchange of knowledge and experiences	6.1 Number and type of knowledge products generated and disseminated (including gender targets)	Annually: 1 publication 2 analyses 1 infographic Final targets: Annually: 1 publication 2 analyses 1 infographic	2018: 1 2019: 11 2020: 28 2021: 23 products Total: 63 products	**S**	completed, the indicator shows achievement
	6.2 Number of south-south exchanges brokered through UNDP NDC Help Desk	Annually 2 Total 12	2017: 2 2018: 2 2019: 5 2020: 4 2021: 7 Total: 20 exchanges	**S**	completed, the indicator shows achievement
	6.3 Number and types of advocacy	Total: 25 country fact sheets 1 side event 1 video 6 flagship reports 6 UNFCCC events 30 webinars 60 articles/ blogs	2017: 1 launch side-event; 1 global event; 1 video; 3 webinars 2018: 1 UNFCCC side-event; 3 regional events; 4 webinars; 18 articles/blogs 2019: 1 report; 1 global & 3 regional events; 17 webinars; 16 blogs 2020: 1 report; 2 global events; 47 webinars; 40 articles; 22 country fact sheets 2021: 1 flagship report, 31 UNFCCC side-events, 4 webinars, 12 articles/blogs and 3 country fact sheets	**S**	completed, the indicator shows achievement

			Total: 1 launch side-event, 3 flagship reports; 1 video; 75 webinars, 32 UNFCCC side-events; 4 global events and 6 regional events; 86 articles/blogs; 25 country fact sheets		

4.2.2 Remaining Barriers to Achieving Programme Objective

84. There are no considerable barriers to the full achievement of targets in the Programme, especially considering the current progress of the Programme activities implementation at the national and global levels. However, it was noticed that the following may add some challenges and risks:

- 13 months only remaining to complete number of activities to meet the end-of-programme targets.
- A high risk that there is a lack of active participation of business associations, private sector and financial sector to finance, support and implement technically sound and financially viable mitigation options.
- A moderate risk due to a lack of willingness on the part of developing country governments to implement ambitious NDCs and incorporate best practice examples
- A moderate risk that the implementation delays caused by limited capacity of governments.
- A moderate risk due to the lack of willingness to increase mitigation targets in revised NDCs.
- A moderate risk related to COVID-19 pandemic and the delay in revising NDCs.

4.2.3 Assumptions and Risks

85. The Programme document discussed assumptions and risks as outlined in Section III of the ProDoc, Results and Partnerships: Risks and Assumptions. Annex 3 of the Programme document identified **7 risks** during the formulation stage and included risks description, date identified, type, impact & probability, countermeasure /mitigation measures, owner and who identified the risk. The risk types included political (1 risk), organizational (2 risks), financial (1 risk), operational (2 risks), and Financial/organizational (1 risk). As for the assumption, 6 assumptions were highlighted in the programme document.

86. Risks and issues were examined and analysed in the Programme Annual Progress Reports 2020 and 2021. The Programme's two APRs listed the identified risks during the project implementation and provided a detailed analysis (type and mitigation measures). It was noticed that no other APRs were prepared for the Programme, yet it was proved that the Programme team used to update the risks and issues logs in the UNDP ATLAS system. At the country level, it was also noticed that the Country Progress Reports do not include an analysis of the risks and issues. This is considered as a flaw in the Programme and the national components monitoring.

4.3 Project Implementation and Adaptive Management

87. The MTE discusses in this section the assessment of how the Programme has been implemented. It assessed how efficient the management of the Programme has been and how conducive it is to contribute to successful project implementation.

4.3.1 Management Arrangements

88. The Programme is under Direct Implementation (DIM) at the global level while at the national level, the national projects are executed by government partners under UNDP National Implementation Modality (NIM) following UNDP Programme and Policy Procedures (POPP). The management arrangements are depicted on Figure 1.

89. The Programme is huge in scope, very diverse at the technical level, and cover a wide range of geographic areas which makes its management a complex task for the GSU. As of 2021, 47 countries had been allocated Programme funding. Programme support per country ranges from highly targeted interventions to comprehensive "deep dive" approaches.

90. The management arrangements for this Programme are as follows:

- A Global Support Unit (GSU), anchored in New York but with regional support around the world, provides technical assistance and quality assurance to national Programme teams and ensures that knowledge, lessons, and best practices are disseminated. The GSU sits within the Nature, Climate and Energy unit of the Bureau for Policy & Programming Services, and works closely with other relevant teams and initiatives, especially the UNDP-Global Environment Facility (GEF) mitigation team, the UNDP-UNEP Global Support Programme for National Communications, and Biennial Update Reports, and UN-REDD, to name a few.
- The GSU works with UNDP's regional hubs to ensure that country efforts are reflected in upstream policy dialogues concerning regional climate change agendas and to encourage the alignment of activities with national development priorities and the SDGs.
- The Programme Manager reports to the Team Leader of the Nature, Climate and Environment group (formerly CDT) of the Bureau of Programme and Policy Support and provides regular updates to the Programme Board and strategic partners. The day-to-day operational role of the GSU are complemented by international technical assistance, as required, for specific, targeted support needs using a coordinated, demand-driven approach like the LECB Programme's NAMA-NET consortium of technical assistance providers.
- At the regional level, the Programme supports regional hubs to disseminate information on NDC implementation as well as to identify synergies with regional initiatives and opportunities.
- The GSU carries out day-to-day Programme implementation and supervision. The GSU provides a Help Desk function so that any UNDP CO can benefit from guidance on NDC implementation. The GSU currently comprises 14 specialists and support staff (see below).
- National ownership and a country-driven process are fundamental to success of the Programme and its associated national projects and to ensuring that human, technical and institutional capacities are built and sustained within partnering governments and other national champions.
- National projects are executed by government partners under UNDP NIM following UNDP POPP. UNDP country offices act as the direct counterparts responsible for the monitoring and supervision of the projects at the national level. National project managers are assigned and are most often seated within the Ministry of Environment (or the equivalent) and coordinate with other key line Ministries, including Planning, Finance, Energy, etc. He/she are supported by a national gender expert in those countries undertaking the targeted gender work.

91. Key roles at the global level are described as follows:

- **Global Programme Manager (PM):** A PM was assigned in 2017 and is responsible for day-to-day programme management and regular monitoring of global results and risks, including social and environmental risks. The PM ensures that all programme staff maintain a high level of transparency, responsibility and accountability in M&E and reporting of results. The PM informs the Project Board of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted.

- **GSU Team:** the core team directly supporting the NDC SP comprises of 14 specialists and supporting staff. Those are:
  - Programme Manager.
  - Climate Change Technical Specialist (5 members).
  - Climate Change Gender Specialist (1 member).
  - Programme Specialist (2 members).
  - Communication Specialist (1 member).
  - Portfolio Analyst (1 member).

- Knowledge Coordination Specialist (1 member).
- Programme Analyst (1 member).
- Operation Analyst (1 member).

- **Programme Board (PB):** According to UNDP procedures and guidelines, the PB takes corrective action as needed to ensure the Programme achieves the desired results. The PB holds programme reviews to assess the performance of the programme and appraise the Annual Work Plan for the following year. The MTE consultant observed five meetings were organized over the last five years. The agenda, minutes of the meetings are all well documented. However, it was noticed that the PB did not discuss the AWP and thus no endorsement of the AWP is documented in the minutes of the PB meetings.

92. Key roles at the regional level are described as follows:

- **Country desk officers:** The Regional Bureau country desk officers remain the primary interface between Country Offices and the Programme, ensuring that any Programme activities are fully aligned with, and support, regional priorities. Technical support missions to countries were offered to ensure that they are appropriately timed and planned.

93. Key roles at the national level are described as follows:

- **UNDP Country Offices:** The UNDP COs act as the main liaison between national teams and the GSU, while at the same time co-chairing the National Steering Committee. The UNDP COs are responsible for project level administration, progress reporting, budget maintenance, and country-level communication and outreach. The UNDP COs are responsible for complying with all UNDP national project-level M&E requirements as outlined in the UNDP POPP. While the COs used to submit their annual Quality Assurance Assessments which provide an update on the annual targets at the output level, and monitored and reported using UNDP corporate systems; the regular updating of the ATLAS risk log were not undertaken as needed. The risks and issues logs were not maintained at the COs levels. It was also noticed during the interviews and after reviewing key documentations that the GSU and the COs support efforts to ensure donor visibility, encourage donor participation in national project events, and ensure that donors are updated regularly on national project progress.

- **Programme Implementing Partners:** The designated government institution endorsing the project are overseeing projects implementation and co-chairing the National Steering Committee. They are responsible for ensuring on-the-ground implementation of the projects through collaboration between government ministries and UNDP. At the country level, a high-level official is appointed as the project focal point, thus ensuring country ownership and the steering of the project towards findings that are of relevance and interest to the country. Several national focal points were interviewed during the MTE process. The feedback from the Government focal points highlighted the positive role the UNDP COs and GSU are playing in national projects implementation.

- **National project managers/coordinators:** At the national level, the same functions apply as those of the Global Programme Manager at global level. A key task is to ensure that donors are fully appraised of project status and fully engaged in promoting key results. The GSU develops and shares visibility guidelines so that donors are reflected appropriately in project outputs and activities.

- **National Project Boards/Steering Committees (SCs):** At the national level, Project Boards/SCs were established for the national projects following the UNDP NIM guidelines.

94. Below is the Programme management structure as proposed in the ProDoc. No documented changes took place during the implementation.
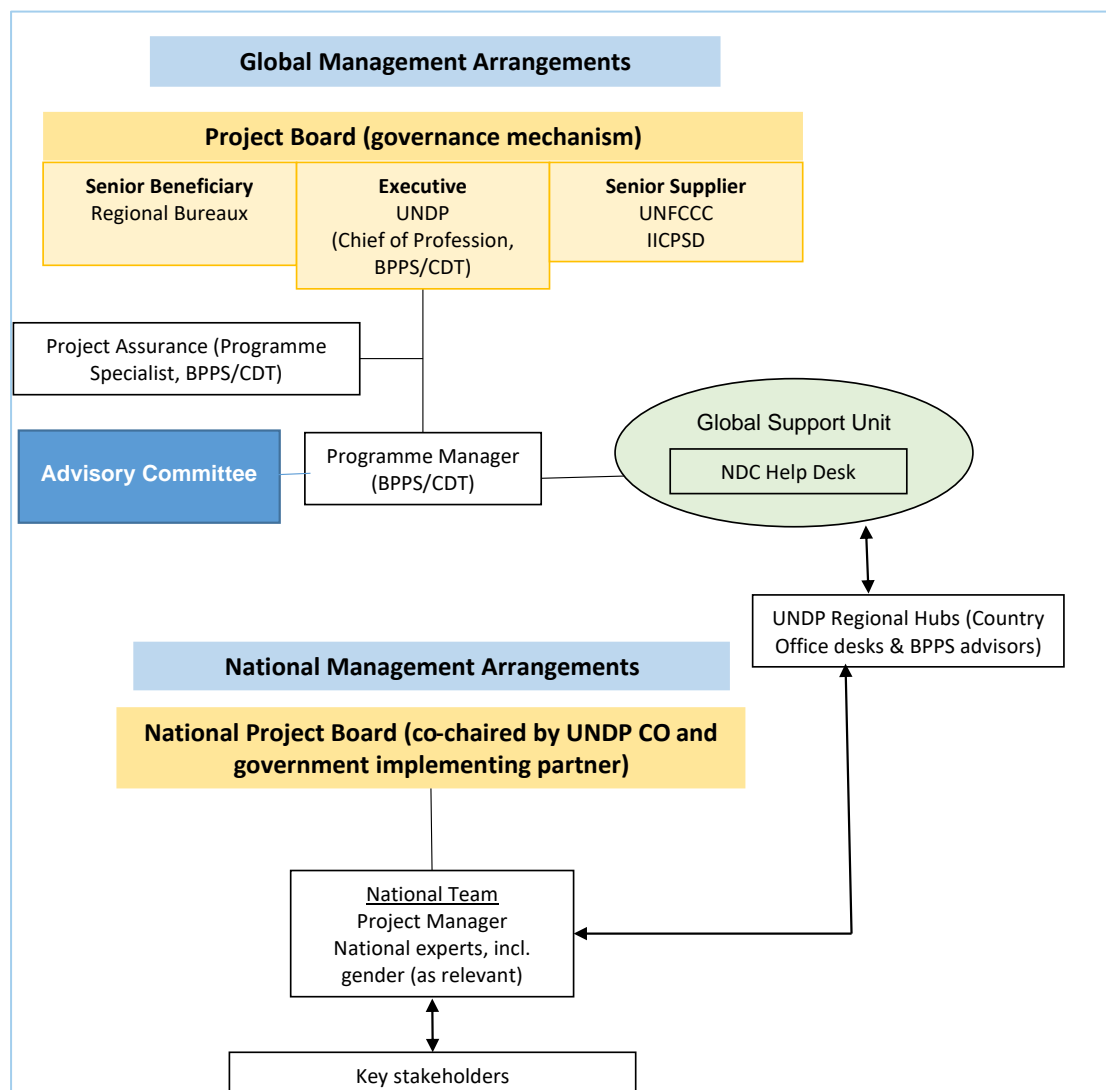

Figure 1: Programme Management Structure Overview (ProDoc, Page 30).

95. From an adaptive management perspective, the Programme utilized the existing UNDP arrangement and programmes at global and regional levels to expedite implementation and enhance the Programme delivery. The Programme progress to date can be attributed to 3 factors:

- the project management arrangement, GSU at global level, regional bureaux, UNDP COs, and the national stakeholders.
- the project activities were tailored to suit the new arrangement at the global and national levels posed by the COVID-19 outbreak. The MTE would like to highlight that the Programme has made the needed changes quickly as explained by the national stakeholders, yet it was observed that the documentation of the changing process was not clear and did not provide the full picture about adaptive management measures used.
- The flexible structure followed by the GSU which allowed the expansion of the programme and contributed to the successful implementation of activities at national levels.
- The UNDP's programming policies and procedures helped in shaping the programme progress at the global and national levels at once. Even though these policies and guidelines were not following during the period of June 2017 till end of 2021.

- Programme work plans were adjusted under the guidance of the GSU to minimize delays to the extent possible–especially where support was being provided for NDC revision processes.
- Technological solutions were employed by the GSU and the national stakeholders to host virtual meetings and successfully maintain many global, regional, and national meetings, workshops, trainings, etc.

96. Overall, Programme implementation and adaptive management component has been ***Satisfactory (S)*** in consideration of actual progress, the effectiveness of adaptive management, clear reporting lines and transparent and timely decision-making, notwithstanding the obstacles the COVID-19 pandemic presented to the Programme.

4.3.2 Work Planning

97. The MTE was provided evidence of the Programme's work planning though the Annual Progress Reports and other various reports with links to access the work plans. The Work Plans presented in the reports presented in detail with schedules of activities.

98. As explained by national stakeholders and based on the APRs, the Programme used to present two annual workplan per year, namely: National Implementation Workplan, and Global Support Unit Implementation Workplan. It was also noticed that the work plan does not include budget but rather define the activities and the timeframe to implement.

99. The process of work planning was results-based [13] with the use of the PRF as a management tool to monitor how Project activities are progressing towards the targets. At the national level, below are the steps to develop and endorse work plans:

- When the country is selected to receive support, the project manager from the GSU team informs the Resident Representative (RR) of the Country Office (CO) and introduces the Country Coordinator who then schedules a call with the climate change lead in the CO.

- A country mission would then be scheduled during which the Country Coordinator would present the overall programme to the CO, meet with the government focal point (typically within the Ministry of Environment) and other stakeholders to understand the overall needs of the country, and prioritize activities in the NDC SP work plan

- If the country is developing a Project Document, this work plan will form the basis of the project document. This workplan is developed by the Country Coordinator, the UNDP CO, and the government focal point.

- The workplan will be validated during a stakeholder consultation meeting. However, in some countries, this validation is limited to the Project Steering Committee (SC), in others, it is a wider consultation.

- The work plan is re-visited quarterly by the Country Coordinator, the CO and the NDC SP Project Coordinator as part of the quarterly report.

- Updates are provided to the Steering Committee quarterly or bi-annually and any change of activity must be approved by the SC at the country level.

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[13] The work starts at the national level with the national stakeholders and implementing agency, then submitted to the UNDP CO which discusses the AWP with the GSU. Once all agreed on the Work Plan the GSU consolidates the national work plans into one Plan and presents it to the Board and in the APR.

- Once the AWP is approved, the NDC SP project coordinator is responsible for overseeing it. If the project did not hire a project coordinator, the CO would be responsible for the oversight.

100. While effective work planning has been made more difficult by the pandemic, the minutes from the Programme Board Meetings within 2 years do not provide evidence of the efforts being made by the Programme Board to ensure optimal use of the funds as written in the ProDoc. The GSU with less time remaining will need to screen its work plans to focus on efforts to meet the remaining activities at the national levels.

101. In conclusion, work planning for the Programme during the last two years is **satisfactory**, appearing to be well organized at the national and global levels.

4.3.3 Project Finance and Co-finance

102. At the time of the MTE and after 53 months of the Programme disbursements, the review of financial records as recorded in the Programme's financial reports and UNDP Atlas system indicates that the actual expenditures including allocated against the Programme grant since the start of the Programme represent **US$ 44,627,922.1** of the originally approved budget of the Programme grant of **US$ 54,159,985**. The breakdown of Programme expenditures by year is presented in **Error! Reference source not found.**2 and can be characterized as follows:

- It was observed that the team reports on the expenditure in the APR by year and not by outputs. For example, expenditures for outputs 1 to 5 are all reported as one figure, output 6 reported alone, and a budget line descripting the Programme management expenditure.
- It was noticed that the team has been very successful in mobilizing the needed resources. According to the Programme's 2021 APR, a total of **US$ 74,342,102.01** was secured from multi-donors (BMU, BMZ, EU and Spain). As of the 31 of December 2021, a total of US$ **74,185,790.09** was received.
- As of the 31 of December 2021, the Programme managed to disburse a total of **US$ 44,627,922.10.**
- Most of the funds were spent to achieve outputs 1 to 5.

103. Taking into consideration the intensive reporting, planning, and supervision provided by the Programme at all levels, the MTE confirms that the Programme is positioned well to spend the remaining available funds by the Programme's end.

104. In conclusion, the cost effectiveness of the use of the Programme budget to date has been **satisfactory**. Programme resources budgets are provided in Table 3, while disbursement of the Programme resources is provided in Table 4.

105. The main Programme financing contributions were pledged by BMU with a total grant of US$ 48,912,326.24 around 66% of the total programme value, followed by the BMZ with 21%, the EU with 11% and finally Spain with 2% contribution.

106. Finally, the Programme was not subject to any financial audit during the last 5 years.

4.1   Financial status[14]

Table 3: Programme Multi-years Approved Budgets (2017-2023) (US$):

Outputs	2017	2018	2019	2020	2021	2022	2023	Total
Outputs 1 - 5: National implementation	3.542.292,00	6.199.010,52	5.313.438,00	2.656.719,00	5.795.096,00	4.346.322,00	4.346.321,00	32.199.198,52
Output 6: Strengthened platform for evidence-based learning, advocacy and exchange of knowledge and experiences	-	628.016,00	641.917,00	656.513,00	671.839,00	687.930,00	704.827,00	3.991.042,00
Programme Management (Project Office)	-	689.535,00	724.012,00	760.212,00	798.223,00	838.134,00	880.041,48	4.690.157,48
Evaluation	-	-	40.000,00	-	-	-	60.000,00	100.000,00
Country technical assistance (Global Support Unit)	-	2.184.192,00	2.264.902,00	2.066.591,00	2.141.420,00	2.219.991,00	2.302.491,00	13.179.587,00
TOTAL	**3.542.292,00**	**9.700.753,52**	**8.984.269,00**	**6.140.035,00**	**9.406.578,00**	**8.092.377,00**	**8.293.680,48**	**54.159.985,00**

[14] All financial data were extracted from the Programme Annual Progress Report, 2021.

Table 4: Programme Expenditure per Year (2017-2021) (US$):[15]

Outputs	2017	2018	2019	2020	2021	Total	Variation[16]
Outputs 1 - 5: National implementation	372,015.04	2,925,047.22	6,075,132.98	8,921,429.48	12,063,918.46	30,357,543.18	129%
Output 6: Strengthened platform for evidence-based learning, advocacy and exchange of knowledge and experiences	-	272,751.34	1,233,166.47	427,459.80	993,245.15	2,926,622.76	113%
Programme Management (Project Office)	-	224,387.96	700,553.00	498,023.16	828,076.21	2,251,040.33	76%
Evaluation	-	-	-	-		-	0%
Country technical assistance (Global Support Unit)	-	875,826.40	1,992,262.37	3,193,142.92	3,031,484.14	9,092,715.83	105%
TOTAL	**372,015.04**	**4,298,012.92**	**10,001,114.82**	**13,040,055.36**	**16,916,723.96**	**44,627,922.10**	**118%**

Amounts include commitments

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[15] Figures are as of 31 December 2021

[16] Variation of expenditures against the 2017-2023 budget (ref: last approved budget- Table 2))

4.1.1 Monitoring & Evaluation:

107. The standard UNDP M&E procedures were presented in a very summarized M&E plan in the UNDP Programme Document[17.] A total budget of US$455,000 was allocated for the programme monitoring activities while US$ 100,000 was allocated for the mid-term and terminal evaluations.

108. The MTE consultant has had access to a wide range of programme related reports including Programme annual progress report 2020, EC Annual Progress Reports (2 reports for 2019 and 2020), Funding Window Annual Reports (4 reports for the years 2017- 2020), IKI Bi-annual updates (6 reports for 2018, 2019, 2020, March 2021, September 2021, and 2022 March) Climate Promise Reports (10 reports), Annual NDC SP Country Reports (16 reports for 2018, 21 reports for 2019, 40 reports for 2020, and 30 reports for 2021) and Quarterly Progress Updated per country per quarter per year (in total 227 quarterly updates were shared for the years 2021 and 2022 for participating countries).

109. These reports provide evidence of monitoring to the activity level of the Project/Programme, detailing the meetings and activities conducted and the results. The information provided in these reports provides appropriate information for undertaking adaptive management and managing critical risks.

110. However, it was noticed that the huge number of the required reports made it very difficult for the UNDP COs teams and the Global team to cope with the monitoring and reporting requirement and to provide the needed strategic support when needed. It would have been very much acceptable to agree on a unified report on a bi-annual / annual basis to be prepared by the global team with sections on country level work provided by the country teams.

111. Overall, the M&E systems of the Programme are rated as *Satisfactory* considering the diligent progress reporting of the Programme activities against the logframe.

Based on the above, the M&E at design and implementation is rated as:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
	S				

4.1.2 Stakeholder Engagement and Strategic Partnerships

112. The Programme has made satisfactory efforts to develop and leverage the necessary and appropriate partnerships with stakeholders facilitate to partnerships, despite the COVID-19 pandemic. This satisfactory effort to engage stakeholder led to effective collaboration between national governments, UNDP COs, and local stakeholders such as the private sector for implementing and supporting the objectives of the Programme. Their active role in Programme decision-making supported efficient and effective implementation that led to appropriate and timely technical assistance and support. The Programme stakeholder engagement can be detailed as follows:

- In 2021, the Programme successfully carried out key actions to strengthen strategic partnerships with a number of partners including: EUROCLIMA+ for Panama, IKI NDC Support Cluster in Thailand, Initiative for Climate Transparency (ICAT) for Morocco, Pana and Trinidad and Tobago, the UN Capital Development Fund in Bhutan and Peru,

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[17] UNDP ProDoc. Section IV Monitoring and Evaluation. Pages 25 and 26.

The UN Climate Change (UNFCCC) in Ethiopia, and Uganda, the World Bank in Ecuador, Nigeria, and Marshall Islands, the Capacity-Building Initiative for Transparency in Kenya, Mali, Mongolia and Morocco, the GCCA + in Trinidad and Tobago, the UN Women in Viet Nam and other key partnerships including GIZ, PAGE, the Word Bank.

- The local beneficiaries of some national projects confirmed that their capacities were strengthened to include the gender approach in climate change management. For examples, in Colombia, tools to mainstreaming the gender approach in climate change management and supplies were generated for the formulation of The E2050 "*a state policy instrument that seeks to guide national, sectoral and territorial actions to build a future resilient to climate in Colombia, while representing a long -term planning exercise that demonstrates the country's international commitment to contribute to the achievement of the global objectives embodied in the Paris Agreement.*

- The Programme developed a very comprehensive web portal to share key documents and files with donors and keep the donors informed.

- To the MTE consultant, the Programme did a good job concerning knowledge sharing to enhance stakeholders' awareness, a total of 82 items were produced by the Programme as follows:

Type	Level	Number
Knowledge Products	Global Level	4
	National Level	19
Trainings	Global	5
South-South Exchanges		7
Webinars	Global	35
News articles, blogs, and photo-stories	Global and National Levels	12
Total		82

4.1.3 Reporting

113.   The Programme two Annual Progress Reports have been satisfactory in the context of providing the Programme board and donors in addition to the UNDP global/national personnel with sufficient information to adaptively manage the Programme at the global level and the projects at the national level, and to provide adequate budget allocations. The Programme has well-written APRs (2020 and 2021), to provide progress to the activity level against each output and indicator to a fair level of detail.

114.   The MTE consultant has had access to a wide range of programme related reports. It was noticed that while those reports are providing the programme board, the donors, the senior management of UNDP at global and national levels with the needed details and information, preparing and/or reviewing reports are huge burdens on the programme management team. These reports include: Programme annual progress report 2020, EC Annual Progress Reports (2 reports for 2019 and 2020), Funding Window Annual Reports (4 reports for the years 2017- 2020), IKI Bi-annual updates (6 reports for 2018, 2019, 2020, March 2021, September 2021, and 2022 March) Climate Promise Reports (10 reports), Annual NDC SP Country Reports (16 reports for 2018, 21 reports for 2019, 40 reports for 2020, and 30 reports for 2021) and Quarterly Progress Updated per country per quarter per year (in total 227 quarterly updates were shared for the years 2021 and 2022 for participating countries).

115.   The UNDP COs held quarterly follow-up meetings, and preparatory workshops for the steering committees to identify limitations and promote decision making to make technical, operational, and financial adjustments according to the needs identified. Through the quarterly reports, lessons learned and challenges in the development of the Project were

reported, which were considered in the discussions of the technical committees, working groups and in the steering committees.

4.1.4 Communications

116.   With regards to Programme communications with stakeholders, the Programme has made a good work and considered **satisfactory**. A specific website was designed for its Programme activities, and it includes all relevant data, information, reports, and studies produced by the participating countries and the Global Programme. The Programme has also a donor portal which provides the multi-donors with the needed information to facilitate data sharing and access to info at any time without the need to go back to the GSU which made the programme to disseminate information more effective. There were also press clippings, news articles, blogs and photos-series that communicated with the public about the Programme. Only in 2021, those include: 35 webinars led or co-lead, 31 of which were part of the UNFCC Regional Climate Weeks 2021; 1 flagship report; 12 news articles, blogs and photo-stories; and 3 country profiles[18].

4.2   Relevance (*)

117.   Reviewed evidence and stakeholders interviewed confirmed that the Programme is highly relevant and addressed a highly important topic to UNDP, and the governments of the participating countries. The stakeholders interviewed during the MTE expressed the added value of the global Programme and the national components/projects and emphasized that it is crucial to have a new phase or a continuation phase to follow up and implement the countries' plans. The elements of strategic relevance are:

- At the national level, UNDP Country Office focal points and their political partners in the target countries took the leading roles to monitor the national projects be carried out in close synergy with related ongoing and forthcoming UNDP projects and other relevant initiatives. Also, UNDP COs maintained close coordination, and regularly explore the areas of collaboration with other UNDP funded programme partners in respective target countries by making use of the national alliance networks.

- The Project is highly relevant to several ongoing initiatives at the global and national levels that were linked to the UNDP Key Programmes and Initiatives delivering beneficial outcomes for multiple sustainable development objectives.

Based on the above, project relevance is rated as Relevant:

Relevant (R)	Irrelevant (IR)
R	

4.3   Effectiveness and Efficiency (*)

Effectiveness

118.   The Programme has been very effective in achieving its specific objectives. The effectiveness of the project strategy is evidenced by:

- The level of satisfaction with the National Projects progress expressed by all stakeholders during the MTE is very high. Stakeholders reported that the level of

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[18] APR 2021.

effectiveness of this Projects is very high in comparison to other projects they been involved with.

- The national projects were effective in achieving the expected products, in terms of efficiency, it showed opportunities for improvement related to the operational and contracting processes that generated delays, but once the contracts were awarded, the technical products were achieved.

- Governments and local stakeholders indicated that partners and counterparts participated intensively in working groups, technical workshops, and in the steering committee to make decisions and discuss project´s progress

- No major delays encountered during the national projects' implementation due to the active involvement of the different stakeholders, the professional and highly dedicated project team, and governments interest. The project team with the support of the Government and UNDP were able to advance the work and provided the needed technical support.

119.   The Programme was impacted by COVID-19 during 2020. This issue affected the speed of implementation and the ability to convene the needed face-to-face events. Thus far, the Programme and national projects were able to design and effectively utilize several adaptive management measures to continue the work under the COVID-19 conditions to achieve its main goal. As a result, the Programme mid-term objective and main outputs have been achieved; most of the established targets have been met.

Considering the above-mentioned facts, Effectiveness was rated as *Satisfactory*:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
	S				

Efficiency

120.   The rating for Programme efficiency is **Satisfactory (S).** The Programme has been able to implement planned activities but with some delays using the allocated resources. Overall, it appears the Programme has been *efficient* for the following reasons:

- Involvement of relevant stakeholders through the utilization of the pre-existed coordination mechanisms to facilitate coordination and collaboration.
- The cost-effectiveness of the project is considered **Satisfactory (S).** The inclusion of long-term staff at the global level to provide support, the involvement UNDP regional bureaux and UNDP COs who were involved in project implementation helped the Programme and national projects in achieving all results with no delays.
- The M&E of the project was undertaking according to UNDP procedures during the last two years of implementation, and it is rated as **Satisfactory (S),** yet some aspects could have been enhanced like reporting on issues and risks.
- Risks and issues identification and mitigation measures are rated as **Satisfactory (S).** However, the Programme and the national projects were affected by some risks and issues more than one time during their implementation yet, the MTE consultant did not see comprehensive risks and issues logs. Furthermore, risks were only reported in 2020 and 2021 annual reports.
- Programme capacity to build needed partnerships during the Programme's implementation phase is rated as **Satisfactory (S)**. More effort should be put towards enhancing the private sector and specialized CBOs participation.
- The Project ensured the representation and participation of women in all the Programme's and national projects' activities. The Programme has also contributed to improving gender mainstreaming within the national activities in both qualitative and quantitative terms – integrating gender-focused perspectives into climate change

related work and increasing the number of women participating in the network. The involvement of men and women equally into programme activities as well as mainstreaming gender in the Programme's activities are rated as **Satisfactory (S).**

Overall, it emerges that the Project has been **Satisfactory** when it comes to efficiency.

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
	S				

4.4   Sustainability

121.   This section discusses how sustainable programme achievements should be over the long term. It includes a review of the management of specific risks such as financial risk, socio-economic risks, institutional framework and governance risks, and environmental risks. The Programme team confirmed that currently no exit strategy and/or sustainability plan are being developed at this stage as the Programme considers the Climate Promise the exit strategy and sustainability plan for of the NDC SP outcomes and an opportunity to build on and leverage the NDC SP work.

122.   In assessing sustainability of the Programme, the mid-term reviewers asked, "how likely will the Programme outcomes be sustained beyond Project termination?" Sustainability of these objectives was evaluated in the dimensions of financial resources, socio-political risks, institutional framework and governance, and environmental factors, using a simple ranking scheme:

- 4 = Likely (L): negligible risks to sustainability.
- 3 = Moderately Likely (ML): moderate risks to sustainability.
- 2 = Moderately Unlikely (MU): significant risks to sustainability; and
- 1 = Unlikely (U): severe risks to sustainability; and
- U/A = unable to assess.

123.   Overall rating is equivalent to the lowest sustainability ranking score of the 4 dimensions.

Financial Risks to Sustainability

124.   For such a technical programme/ national project(s) when reviewing the sustainability of project achievements, financial risk is an area where some questions related to the long-term sustainability of project achievements need some attention.

125.   For financial sustainability and to ensure and further enhancement of the outreach and operations of the Programme in developing countries are achieved the national projects should be financially sustained post-programme, a financial sustainability strategy is proposed to be prepared along with an exit strategy and sustainability plan. For the MTE, its important the GSU support COs and the participating governments in mobilizing further resources to ensure the continuity of work after the programme/projects lifetime to ensure that there are no financial risks to sustain the national project's impacts. The Programme is very innovative and flexible; thus, it is important that the Programme ensured that the needed financial support is mobilized before the Programme's closure.

Based on the above discussion, the financial risks are present, and sustainability is rated as:

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MUL)	Unlikely (U)
	ML		

Socio-economic Risks to Sustainability

126. The Programme is highly relevant to the needs of the participating countries, local stakeholders, and beneficiaries. Thus, there are no envisaged socio-economic risks that might affect the sustainability of the Programme's outputs. The MTE does not see any socio-economic risk to sustainability.

Based on the above-mentioned Socio-economic Risk, risks are negligible and thus the sustainability is rated as:

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MUL)	Unlikely (U)
L			

Institutional Framework and Governance Risks to Sustainability

127. National projects have implemented a comprehensive capacity development programme and the global Programme has produced the necessary knowledge products to ensure awareness and knowledge are enhanced and distributed at the national, regional, and global levels. Due to the nature of the Programme's governance structure and management, the national projects managed to institutionalize its major deliverables. Knowledge management established to provide useful information and it is expected to help a great deal at different stage and locations and will be useful for climate change professionals, researchers/academic, and decision-makers.

128. The issues of institutional sustainability were considered as likely as the risks are lowered.

The Institutional framework and governance risks are medium, and sustainability is:

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MU)	Unlikely (U)
L			

Environmental Risks to Sustainability

129. All the programme interventions indicated that the activities enhanced the environment. No activities implemented by the Programme at the global and national levels posed any environmental threats to the sustainability of the Programme's outcomes. The MTE sees no environmental risk to sustainability.

The Environmental risks are negligible, and the sustainability is:

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MS)	Unlikely (U)
L			

130. Based on the assessment of the categories above, and the presence of low to moderate risks, the overall sustainability rating is:

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MS)	Unlikely (U)
	ML		

5. Conclusions

131.   Based on Programme documentation reviews and the feedback gathered from the stakeholders, the Programme made the expected progress and was perceived as a very important and instrumental initiative. Even though the Programme at global and national levels faced some delays during its implementation, the Programme teams were able to implement the Programme and national projects activities, achieve considerable results by the mid-term point of implementation, and achieve the majority of the end-of-the programme targets.

132.   The Programme and associated national projects are proceeding at a **satisfactory** rate notwithstanding the delays caused by the COVID-19 pandemic. The satisfactory progress has been facilitated by strong ownership and leadership of the global Programme and national projects and the Programme positioning itself to deliver climate change targeted. There are key risks which can derail the Programme in achieving its end-of-programme objective and outputs:

  a.   A high risk that there is a lack of active participation of business associations, private sector and financial sector to finance, support and implement technically sound and financially viable mitigation options.
  b.   A moderate risk due to a lack of willingness on the part of developing country governments to implement ambitious NDCs and incorporate best practice examples.
  c.   A moderate risk that the implementation delays caused by limited capacity of governments.
  d.   A moderate risk due to the lack of willingness to increase mitigation targets in revised NDCs.
  e.   A moderate risk related to COVID-19 pandemic and the delay in revising NDCs.

133.   The Programme is making progress towards sustainable development benefits as well as global environmental benefits in the form of meeting the countries' climate change targets. The Programme still has sufficient time to completing Programme's activities and providing further support to national projects to meet and even exceed the global environmental benefit targets. *Table 5* provides a summary of the achievements and the MTE ratings for the Programme.

134.   The Programme is viewed by stakeholders as "best practice" and serves as a model of excellence for other global projects/programme to build on; the Programme is viewed as successful because findings from the evaluation show that the Programme met its mid-term objectives and that its processes and implementations were valued for money; results are in line with its planned objectives and outputs have achieved the desired results. Gender mainstreaming and women involved in various activities and from participating countries were fully involved, the programme experienced gender balance in its implementation. The Programme has initiated the process of involving the private sector in climate change mitigation to achieve NDC targets, but more chances and stronger involvement should be envisaged to fully benefit from the private sector capacity and resources.

135.   It was confirmed by most of the interviewed stakeholders that the Programme operated with very strong support from UNDP global, regional and Country Offices. The Programme team conducted all the Programme tasks including managerial and support functions with excellent quality and promptly. Stakeholders highlighted that there is a need to build on and encourage the existing national projects by involving more countries, conduct more regional and global networking events, and expand the work to other regions and countries.

136.   The project success has been very much dependent on close consultation and coordination, and hard work from the Programme team, beneficiary countries, executing, and implementing partners and the UNDP team. The Programme reports and meetings

with key stakeholders indicated that the Programme was able to achieve its objective and results at the mid-point of implementation with delay. Hence, and based on the review and assessment and taking into consideration the difficulties the project team faced during the COVID-19 outbreak, the overall rating on the achievement of results is ***Satisfactory*** as shown in ***Table 1 5***.

137. The Programme was very much acknowledged by the participating stakeholders and very relevant to UNDP, the climate change agenda, the Paris Agreement, the NDCs, and the participating Governments' plans. With the confirmed interest and support provided by the UNDP and the multi-donors risks reduced and prospects for sustainability possible, the overall sustainability is considered ***Moderately likely.***

Table 5: Mid-Term Evaluation Ratings and Achievement Summary Table for the Project

Measure	MTE Rating[19]	Achievement Description
Project Formulation	Programme design Rating: **6** **Highly Satisfactory**	Overall Programme design and formulation is rated as highly satisfactory. Design well laid out in PRF complete with SMART indicators.
	Stakeholder Participation Rating: **5** **Satisfactory**	A wide spectrum of stakeholders was consulted during the design phase consisting as well as relevant participating government agencies, financial institutions, private sector, and partners. National ownership of national projects is strong.
Progress Towards Results	Objective Achievement Rating: **5** **Satisfactory**	The objective is expected to achieve most of its end-of-programme targets, with only minor shortcomings.
	Output: 1Achievement Rating: **6** **Highly Satisfactory**	The output is expected to achieve or exceed all its end-of-programme targets, without major shortcomings. The progress towards the results can be presented as "good practice".
	Output: 2 Achievement Rating: **6** **Highly Satisfactory**	The output is expected to achieve or exceed all its end-of-programme targets, without major shortcomings. The progress towards the results can be presented as "good practice".
	Output: 3 Achievement Rating: **5.75** **Satisfactory to Highly Satisfactory**	The output is expected to achieve or exceed all its end-of-programme targets, without major shortcomings. The progress towards the results can be presented as "good practice".
	Output: 4 Achievement Rating; **5** **Satisfactory**	The output is expected to achieve most of its end-of-project targets, with only minor shortcomings.
	Output: 5 Achievement Rating; **5** **Satisfactory**	The output is expected to achieve most of its end-of-project targets, with only minor shortcomings.
	Output: 6 Achievement Rating; **5** **Satisfactory**	The output is expected to achieve most of its end-of-project targets, with only minor shortcomings.

[19] Evaluation rating indices (except sustainability): 6=Highly Satisfactory (HS): The project has no shortcomings in the achievement of its objectives; 5=Satisfactory (S): The project has minor shortcomings in the achievement of its objectives; 4=Moderately Satisfactory (MS): The project has moderate shortcomings in the achievement of its objectives; 3=Moderately Unsatisfactory (MU): The project has significant shortcomings in the achievement of its objectives; 2=Unsatisfactory (U) The project has major shortcomings in the achievement of its objectives; 1=Highly Unsatisfactory (HU): The project has severe shortcomings in the achievement of its objectives

Project Implementation and Adaptive Management	Implementation Approach Rating: **5** **Satisfactory**	Project implementation has been **satisfactory** in consideration of the actual progress notwithstanding the obstacles the COVID-19.
	Monitoring and Evaluation Rating: **5** **Satisfactory**	M&E systems are rated as **satisfactory** considering the diligent reporting of the progress against the Programme and associated national projects PRFs and the activities.
	Stakeholder Engagement Rating: **5** **Satisfactory**	Programme has made **satisfactory** efforts to facilitate partnerships, despite the COVID-19 pandemic including government agencies and other stakeholders in participating countries.
Sustainability	Sustainability Rating: **3** **Moderately Likely**	Moderate risks, but expectations that at least many outputs at the global levels and the country levels will be sustained due to the progress towards results on outputs at the Midterm Evaluation
Overall Project Achievement and Impact	Rating: **5** **Satisfactory**	**Satisfactory** as the Programme managed to achieve the MTE targets and many of the end-of-Programme's targets.

6. Recommendations

MTE would like to make the following recommendations to ensure there is a clear set of actions to follow up or reinforce the initial benefits of the Programme:

Rec. #	Recommendation	Entity Responsible
1	*Output 1: Leadership strengthened and championed to promote ambitious climate change vision*	
1.1	Continue dialogue, training, and capacity buildings with governments officials and decision makers. The continued dialogue, training, and capacity buildings with the leaders and governments officials is needed especially with the number of new countries that joined the programme and the support to high-level leaders to build consensus and promote commitment on ambitious climate change vision.	UNDP/GSU and COs and National Partners
2	*Output 2: Integrated governance enhanced to deliver NDC outcomes*	
2.1	Continual strengthening of the climate governance framework and institutional capacity for NDC implementation as it is quired to sustain the capacities of countries to better-coordinated NDC implementation, mainstream NDC targets into national, subnational, and sectoral policies, programmes, and budget, ensure integration of gender, and set up robust MRV systems for tracking NDC progress, GHG emissions, climate finance, and SDG co-benefits.	UNDP COs with GSU support
2.2	Find, scale-up or expand additional resources and strengthened partnerships or explore new ones to make the most out of available resources so that more countries can deliver NDCs outcomes.	UNDP GSU, COs, and National Partners
3	*Output 3: Evidence-based design and planning of mitigation actions delivered*	
3.1	There needs to be sustained resources (technical and financial) available for NDC implementation and enhancement at countries level as well as for updating of best practices. This is important for the countries if there are strong transitions to	UNDP COs with UNDP GSU support

		energy efficiency. Countries need continuous support to identify GHGs emission hotspots and priority areas where circular economy activities could enhance countries' NDCs. The reason for bringing this up is that there is a possible shortage of resources in several countries with a high degree of vocational skill to identify appropriate mitigation technologies (and other energy efficient technologies) that provide the best qualities of maximize energy savings. This high degree of skill, for example, involves the development of mitigation scenarios and the national validation of the GHG mitigation reports as the backbone of the NDC documents.	
4		*Output 4: Capacities developed to design climate-friendly investment opportunities, address investor risk, and blend and catalyse climate finance*	
	4.1	Continual strengthening of the capacities to design climate-friendly involvement opportunities. Several countries did good work on de-risking analyses and establishing finance and market-based mechanisms. More support is yet needed for other countries to decrease reliance on public funds, minimize investor risks and provide access to finance and market-based mechanisms.	UNDP GSU and COs and National Partners
5		*Output 5: Enabling environment enhanced for private sector engagement*	
	5.1	Focus on private sector for financing mitigation measures, identify specific areas where the private sector involvement can have a meaningful impact, and ensure the establishment of sustainable finance mechanisms and systematic private sector engagement. Special focus should be given to enhance the south-south exchange between participating countries to exchange ideas and share knowledge with those that are further behind in their efforts.	UNDP GSU and COs and National Partners
6		*Output 6: Strengthened platform for evidence-based learning, advocacy and exchange of knowledge and experiences*	
	6.1	Assist national partners to identify lessons, good practices and solutions that can be promoted through knowledge networks. Produce or translate into local languages to benefit more countries that were not involved in the programmes.	UNDP GSU, UNDP COs and national partners
7		*Programme implementation and Adaptive Management*	
	7.1	Adaptive management measures need to constitute part of the Programme implementation review. This is crucial to effectively avoid any risks during the implementation.	
	7.2	Discuss the logframe and annual work plans systematically with stakeholders, mainly at the country level, with a focus on the proposed targets and indicators per year and ensure that targets and indicators continue to be SMART.	
	7.3	Ensure that the Programme's Reports include qualitative and quantitative analysis and provide essential information. An exit strategy and a sustainability plan need to be discussed during the last six months of the Programme.	

7. Lessons learned

o **Lesson Learned 1:** The Project has become and serves as a model of excellence for other Global projects to build on. Specifically, the flexibility and programming agility afforded are key in being able to respond to changing countries' needs, and the dedicated, multidisciplinary and multi-lingual team is useful for supporting the process.

o **Lesson Learned 2:** High-level political will is critical for driving climate change mitigation and adaptation at the national level. The need to identify national focal points and/or champions at the national level is important to support the implementation process and enhance coordination.

o **Lesson Learned 3:** Broad stakeholders' engagement with a robust coordination and communication mechanism is important for successful implementation. It was observed and shared by different stakeholders that the project was considered very successful due to the ability to talk in more than one language. Providing facilitation services and translation during different events facilitated the groups' interactions and work.

o **Lesson Learned 4:** There's need to enlist the involvement and contribution of the private sector and specialized agencies in climate change mitigation efforts for scaling up capacity building and knowledge management.

o **Lesson Learned 5:** This kind of global programme, with national projects, and multi-donors are useful tools for supporting the attainment of climate targets and SDG targets at the national and global levels.

o **Lessons Learned 6:** Continuous stakeholders' engagement and communication is essential for knowledge management and sharing project implementation.

o **Lessons Learned 7**: Youth engagement, gender responsive planning, and private sector involvement are critical need for future NDC revisions to ensure that no one is left behind.

8. Annexes

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8. Annexes

8.1 Mid-term Evaluation ToR

Terms of Reference for ICs and RLAs through /GPN ExpRes

Services/Work Description: International Consultant for the Mid-Term Evaluation (MTE) of global multi-donor UNDP project

Project/Programme Title: Nationally Determined Contribution Support Programme (NDC SP)

Consultancy Title: International Consultant

Duty Station: Home Based

Duration: 4 months (app. 50 working days)

Expected start date: 1 April 2022

1. BACKGROUND

UNDP is the largest implementer of climate change support within the UN system. People's lives and livelihoods around the world are threatened by food and water scarcity, extreme weather events and climate-change induced displacement. The annual average economic losses from climate-related disasters are in hundreds of billions of dollars. Tackling climate change is therefore a top corporate priority to ensure that the efforts made to advance Agenda 2030 are not rolled back. To fulfil the global goals of the Paris Agreement and avoid an irreversible climate crisis, we need to halve global emissions by 2030, and have carbon-neutral economies by 2050. 2020 is key because it is the first opportunity for countries to review and update the climate priorities and action plans they submitted in 2015 that underpin the Paris Agreement, known as Nationally Determined Contributions (NDCs). The UN system is advocating for all governments to commit to bolder climate action in their NDCs to help slow the pace of global warming.

The NDC Support Programme (NDC SP) is one of the primary channels for UNDP support to countries to review, revise and implement their NDCs. The $72M Programme, funded by the European Commission, Germany and Spain, provides financial and technical assistance to over 40 countries around the world, delivering support and technical assistance on both the implementation of NDCs and the NDC enhancement process. The Programme also played a catalytic role and is a significant contributor to UNDP's Climate Promise, a corporate initiative spearheading support in over 100 countries to enhance NDCs and deliver upon the Paris Agreement. Both the NDC Support Programme and the Climate Promise are located within the larger Climate Strategies and Policy team.

Originally launched in 2017 and running through 2023, the NDC SP has grown throughout its lifetime not only in geographic and thematic scope, but also in financial commitments. The Programme itself includes 6 main outputs:

- **Output 1:** Leadership strengthened and championed to promote ambitious climate change vision
- **Output 2:** Integrated governance enhanced to deliver NDC outcomes
- **Output 3:** Evidence-based design and planning of mitigation actions delivered
- **Output 4:** Capacities developed to design climate-friendly investment opportunities, address investor risk, and blend and catalyse climate finance
- **Output 5:** Enabling environment enhanced for private sector development
- **Output 6:** Strengthened platform for evidence-based learning, advocacy and exchange of knowledge and experiences

These have been complemented over time by additional outputs:

- Developing countries' alliances on climate change strengthened
- Alignment between COVID-19 recovery efforts and NDC enhancement and implementation processes strengthened

- Climate-related security risk dimensions integrated into the work of UN development, climate change, peace, and security actors, including in political analysis and prevention strategies as well as policy, planning and programming decisions
- An inclusive and transparent engagement process to revise and submit enhanced NDCs by 2020, with demonstrated increase in ambition, undertaken by as many countries as possible.

In this light, UNDP is seeking the service of an evaluation expert to conduct the mid-term evaluation (MTE) of the NDC Support Programme and suggest efficiencies and improvements for future programming cycles.

2. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED WORK

This evaluation aims to review the efficiency, effectiveness, relevance, sustainability, and impact of the NDC SP to date, while also identifying and sharing opportunities for improvement in future programming. To see the full scope of the evaluation, refer to Annex 1.

The evaluation will place a significant emphasis on identifying lessons learned and good practices from the project's implementation and endeavor to use these findings to inform the design of UNDP's corporate approach to NDC support, including the next phase of the Climate Promise.

The evaluation will cover the period 2017-2021 with a view of answering two central questions:

1. To which extent did the NDC SP achieve the expected results to date? How did it catalyse greater or unexpected impact?
2. What lessons can be drawn from the implementation thus far to ensure impact, effectiveness, efficiency, and sustainability in future phases?

To this end, the evaluator is expected to frame the evaluation effort using the criteria of relevance, effectiveness, efficiency, sustainability, and impact as defined and explained in the UNDP Evaluation Guidelines (June 2021).

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluations'.

3. Expected Outputs and deliverables

Evaluation products (deliverables)
- **Deliverable 1: MTE Inception Report**
Description: the inception report will detail the evaluator's understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of scope of the work and intended work plan of the analysis, proposed methodology and evaluation questions, proposed schedule of tasks, proposed data sources and data collection procedures, activities and deliverables. MTE consultant clarifies objectives and methods of MTE; Timing: by 15 April 2022
- **Deliverable 2: Questionnaire and Survey drafts**
Description: Based on the inception report the evaluator will prepare draft questionnaires and surveys for distribution among stakeholders. These drafts will be discussed with the project team to ensure the right level of detail is being collected, not to sway the nature of results. Timing: by 1 May 2022

- **Deliverable 3: Draft Final Report**
Description: Full report with annexes (see Annex 5. UNDP evaluation report template and quality standards; Timing: 15 June 2022
- **Deliverable 4: Final Report**
Description: Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final MTE report; Timing: 15 July 2022

4. Institutional arrangements/reporting lines

The Evaluator will work under the guidance of the NDC Support Programme Manager and Programme Specialist. Regular online meetings and updates will be organized to facilitate coordination.

While interim milestone deadlines may shift, the Evaluator will work closely with the Programme Specialist to manage the consultancy assignment and stay within the overall assignment period of approximately one month.

The Evaluator will be given access to relevant information necessary for execution of the tasks under this assignment and will be responsible for providing her/his own laptop.

5. Experience and qualifications

I. Academic Qualifications:

- Master's degree or higher in development studies, statistics, economics, environmental studies or another relevant field;

II. Years of experience:

- At least 7 years' demonstrated expertise in the area of project and programme cycle management and/or evaluation services is required;
- Experience evaluating or managing in environmental science, climate change, and sustainable development projects is required;
- At least 10 evaluations conducted on development projects/ programmes (mid-term and/or final evaluations), including experience conducting at least 2 global project evaluations is required;
- Experience with UNDP policies, procedures, and practices particularly about project development and implementation and working experience in an international organization is an advantage;
- Experience specifically evaluating multi-donor climate change projects will be considered an asset.

III. Language:

- Excellent oral and written communication skills in English language
- Good command of Spanish and/or French is an asset

IV. Competencies:

- Excellent analytical skills;
- Ability to work independently;
- Ability to perform tasks in a timely manner and produce quality final product;
- Strong interpersonal, communication and diplomacy skills;
- Openness to change and ability to receive and integrate feedback.

EXTENDED TERMS OF REFERENCE

Project name:	Nationally Determined Contribution Support Programme (NDC SP)
Post title:	International Consultant for the Mid-Term Evaluation (MTE) of global multi-donor UNDP project
Type of contract:	Individual Contract (IC)
Assignment type:	International Consultant
Country / Duty Station:	Home Based
Languages required:	English
Evaluation method:	Desk review with interviews

BACKGROUND AND CONTEXT

UNDP is the largest implementer of climate change support within the UN system. People's lives and livelihoods around the world are threatened by food and water scarcity, extreme weather events and climate-change induced displacement. The annual average economic losses from climate-related disasters are in hundreds of billions of dollars. Tackling climate change is therefore a top corporate priority to ensure that the efforts made to advance Agenda 2030 are not rolled back. To fulfil the global goals of the Paris Agreement and avoid an irreversible climate crisis, we need to halve global emissions by 2030, and have carbon-neutral economies by 2050. 2020 is key because it is the first opportunity for countries to review and update the climate priorities and action plans they submitted in 2015 that underpin the Paris Agreement, known as Nationally Determined Contributions (NDCs). The UN system is advocating for all governments to commit to bolder climate action in their NDCs to help slow the pace of global warming.

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Originally launched in 2017 and spanning through 2023, the NDC SP has grown in geographic and thematic scope as well as in financial commitments. The Programme itself include 6 main outputs:

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These have been complemented over time by additional outputs:
- Developing countries' alliances on climate change strengthened
- Alignment between COVID-19 recovery efforts and NDC enhancement and implementation processes strengthened
- Climate-related security risk dimensions integrated into the work of UN development, climate change, peace and security actors, including in political analysis and prevention strategies as well as policy, planning and programming decisions

- An inclusive and transparent engagement process to revise and submit enhanced NDCs by 2020, with demonstrated increase in ambition, undertaken by as many countries as possible.

In this light, UNDP is seeking the service of an evaluation expert to conduct the mid-term evaluation (MTE) of the NDC Support Programme and suggest efficiencies and improvements for future programming cycles.

EVALUATION PURPOSE, SCOPE AND OBJECTIVES

This evaluation aims to review the efficiency, effectiveness, relevance, sustainability, and impact of the NDC SP to date, more particularly, identify and share opportunities for improvement in future programming.

The evaluation will place a significant emphasis on identifying lessons learned and good practices that derive from the project's implementation and endeavor to use these findings to inform related programming for future phases of the programme.

The evaluation will cover the period 2017-2021 with a view of answering two central questions:

1. To which extent did the NDC SP achieve the expected results to date?
2. What lessons can be drawn from the implementation thus far to ensure impact, effectiveness, efficiency, and sustainability in future phases?

To this end, the evaluator is expected to frame the evaluation effort using the criteria of relevance, effectiveness, efficiency, sustainability, and impact as defined and explained in the UNDP Evaluation Guidelines (June 2021).

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluations'.

EVALUATION CRITERIA AND KEY GUIDING QUESTIONS

The MTE will answer these broad questions as follows:

1. What did the NDC Support Programme intend to achieve during the period under review?

2. To what extent has the project achieved (or is likely to achieve) its intended objectives at the output level, and what contribution has it made at the outcome level?

3. What factors contributed to or hindered the project's performance and eventually, the sustainability of results?

4. What needs to be done in the remaining project lifetime to ensure achievement of the objectives, which were not achieved or were partially achieved during the review period.

In addition to the above questions, the MTE is expected to produce answers surrounding the evaluation criteria of relevance, effectiveness, efficiency and sustainability, as outlined below.

Relevance: *Is the Intervention doing the right thing?* Relevance examines the extent to which the intervention objectives and design respond to global and national needs, policies and priorities and those of beneficiaries and partner institutions and continue to do so as circumstances change.

Questions:

- To what extent has the project responded to the priorities and the needs of target beneficiaries as defined in the project document?

- Has the project been able to effectively adapt its areas of work to the effects of the COVID-19 pandemic in projects' implementation countries?

- Does the project respond to national priorities, even if these priorities have changed over time?

- Does the theory of change remain relevant? If not, why? And how can it be improved?

- Undertake a critical analysis of the project's Logical framework indicators and targets, baseline data, assess how "SMART" the midterm and end-of-project targets are

(Specific, Measurable, Attainable, Relevant, Timebound), and suggest specific amendments/revisions to the targets and indicators as necessary.

Effectiveness: *Is the intervention achieving its objectives?* Effectiveness examines the extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.

 Questions:

- By reviewing the results and resources framework, is the project on track to achieve intended results at the outcome and output levels? What are the key achievements and what factors contributed to the achievements or non-achievement of those results?

- In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?

- In which areas does the project have the least achievements? What have been the constraining factors and why? How can they or could they be overcome?

- To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?

- How has the project contributed to the partner governments' relevant policies / actions?
  Identify challenges encountered and remaining barriers to achieving the project objective.

- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

- Has the project been effective in addressing the impact of the COVID-19 pandemic, both in terms of effective implementation of the planned actions, and in assisting the partner governments with readiness to post-COVID recovery?

Efficiency: *How well are resources being used?* Efficiency examines the extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

Questions:
- To what extent is the project management structure as outlined in the Project Document efficient in generating the expected results?

- Examine how the COVID 19 pandemic has contributed/could further contribute to additional delays and the risk of not achieving the project objectives and targets and propose measures to adapt to the situation.

- Assess whether the combined expertise of the project team is adequate to deliver against the project objectives and targets.

- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.

- Review the changes to fund allocations as a result of additional contributions and assess the appropriateness and relevance of such additions.

- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?

Sustainability: Will the benefits last? Sustainability examines the extent to which the net benefits of the intervention continue or are likely to continue.

Questions:
- What outcomes and outputs have the most likelihood of sustainability and being adopted by partners and why?

- To what extent do national partners have the institutional capacities, including sustainability strategies, in place to sustain the outcome-level results?

- To what extent have national partners committed to providing continuing support (financial, staff, aspirational, etc.)?

- To what extent do partnerships exist with other national institutions, NGOs, United Nations agencies, the private sector and development partners to sustain the attained results?

- What is the possible impact of Covid-19 on the project's sustainability?

Additional evaluation scope
Visibility

- Review internal project communication with stakeholders: Is communication regular and effective? What feedback mechanisms are in place?

- Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence? Did the project implement appropriate communication tools?) and ensuring donors' visibility?

Gender equality:

- To what extent has gender equality and the empowerment of women been addressed in the design, implementation, monitoring and reporting of the project?

- To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?

METHODOLOGY

The MTE methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards. The MTE will be carried out by an independent consultant who will adopt an integrated approach involving a combination of data collection and analysis tools to generate concrete evidence to substantiate all findings. Evidence obtained and used to assess the results of project's support should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, evaluations and technical papers, stakeholder interviews, surveys and site visits where/when possible. It is expected that the evaluation methodology will comprise of the following elements:

- Desk Review: the MTE consultant will conduct a desk review of all relevant sources of information i.e., the Project Document, progress reports, inception report, M&E Framework, roles and responsibilities, management arrangements, project budget revisions, internal M&E data, communication and outreach, and any other materials that the NDC SP team considers useful for the evidence-based review.

- Interviews with key stakeholders including videoconference meetings, online surveys interview et al, ensuring engagement with the project's Steering Committee members (EC Directorate General for Climate Action; EC Directorate General INTPA; Germany BMU and BMZ); Project's global support unit personnel, National project teams, including national project coordinators, implementing partners (i.e. – Ministry of Environment focal point), project stakeholders, academia, CSOs, etc.

- Survey and/ or questionnaires where appropriate;

- Triangulation of information collected from different sources/methods to enhance the validity of the findings.

The evaluation is expected to use a variety of data sources, primary, secondary, qualitative, quantitative, etc. to be extracted through surveys, storytelling, focus group discussions, face to face interviews, participatory methods, desk reviews, etc. conducted with a variety of partners. A transparent and participatory multi stakeholder approach should be followed for data collection from government partners, civil society, private sector etc. Evidence will be provided for every claim generated by the evaluation and data will be triangulated to ensure validity. An evaluation matrix or other methods can be used to map the data and triangulate the available evidence.

Special note: Given the ongoing COVID 19 pandemic and the resultant restrictions may require many of the in-person missions/consultations and data gathering/activities to be carried out remotely using videoconferencing means.

In addition to reviewing the documents relating to NDC Support Programme, the consultant should visit UNDP Independence Evaluation Office's website http://web.undp.org/evaluation/guideline/index.shtml to be up-to-date with UNDP's relevant information and documents required.

Duties and responsibilities
Time frame for the evaluation process

The total duration of the MTE will be approximately 50 days over a period of three months with an estimated start date of 1 April 2022. Of this total of 10 days, a minimum of 10 working days, not including weekends, should be spent by the international consultant in teleconference meetings with the project stakeholders.
Exact deadlines for each activity of MTE will be determined at the time of contract issuance. The tentative MTE timeframe is as follows (estimated total number of days - 50):

Description	Payment	Deadline
Deliverable 1. MTE Inception Report upon submission and acceptance by the Project Manager	10%	15 April 2022
Deliverable 2: Questionnaire and Survey drafts	10%	1 May 2022
Deliverable 2. Draft MTE report upon submission and acceptance by the Project Manager	30%	15 June 2022
Deliverable 3. Final MTE report upon submission and acceptance by the Project Manager	50%	15 July 2022

The list of proposed stakeholders to interview should be provided in the Inception Report.

Reporting, timing, and delivery of outputs
Implementation arrangements

- The principal responsibility for managing this MTE resides with the NDC SP Project Manager.
- The Project Team will be responsible for liaising with the MTE consultant to provide all relevant documents (including all stakeholder contracts) and to sit for project interviews, as needed.
- The MTE is to be performed by an independent international consultant with experience and exposure to projects and evaluations globally. The international consultant will be supported by project team.
- The selected international consultant cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

Evaluation products (deliverables)
- **Deliverable 1: MTE Inception Report**
  Description: the inception report will detail the evaluator's understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of scope of the work and intended work plan of the analysis, proposed methodology and evaluation questions, proposed schedule of tasks, proposed data sources and data collection procedures, activities and deliverables. MTE consultant clarifies objectives and methods of MTE; Timing: by 15 April 2022
- **Deliverable 2: Draft Questionnaire and/or Surveys**
  Description: Draft questionnaire and/or surveys for programme stakeholders and programme staff; timing: 1 May 2022
- **Deliverable 2: Draft Report**
  Description: Full report with annexes (see Annex 5. UNDP evaluation report template and quality standards; Timing: 15 June 2022
- **Deliverable 3: Final Report**
  Description: Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final MTE report; Timing: 15 July 2022

Payments:
The international consultant will be paid in 4 instalments as follows:

Description	Payment	Deadline

Deliverable 1. MTE Inception Report upon submission and acceptance by the Project Manager	10%	15 April 2022
Deliverable 2: Questionnaire and Survey drafts	10%	1 May 2022
Deliverable 2. Draft MTE report upon submission and acceptance by the Project Manager	30%	15 June 2022
Deliverable 3. Final MTE report upon submission and acceptance by the Project Manager	50%	15 July 2022

Timing and travel: The Consultant will be engaged under an Individual Contract. The engagement will be approximately 50 working days.

This is a home-based assignment without travel envisaged. In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and International Consultant, prior to travel and in most cases will be arranged by UNDP.

Reporting language:
Deliverables will be presented in English.

EVALUATION ETHICS
This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

EXPERIENCE AND QUALIFICATIONS
<u>Academic Qualifications:</u>

- Master's degree or higher in development studies, statistics, economics, environmental studies or another relevant field;

<u>Experience:</u>

- At least 7 years' demonstrated expertise in the area of project and programme cycle management and/or evaluation services is required;
- Experience evaluating or managing in environmental science, climate change, and sustainable development projects is required;
- At least 10 evaluations conducted on development projects/ programmes (mid-term and/or final evaluations), including experience conducting at least 2 global project evaluations is required;
- Experience with UNDP policies, procedures, and practices particularly about project development and implementation and working experience in an international organization is an advantage;
- Experience specifically evaluating multi-donor climate change projects will be considered an asset.

<u>Language:</u>

- Excellent oral and written communication skills in English language
- Good command of Spanish and/or French is an asset

8.2   Mid-Term Evaluation Work Plan

Schedule & Calendar of Work		
Activity (s)	Description	Deadline
Phase 1		10 July 2022
Inception report and evaluation matrix (10) Days	Initial document review, development of methodology and develop a work plan. Participate in an Inception Meeting with UNDP PMU unit.	
Data collection and review. Inception meetings with the Commissioning Unit	Desk review and draft surveys. Draft inception report.	
Phase 2		Interviews: 8 September 2022
Draft evaluation report Stakeholders' presentation (32 Days)	Interview stakeholders Data collection, meetings, and other forms of evaluation information gathering within communities.	
Synthesis	Data entry, analysis, and interpretation lead to the development of the provisional report. Presentation of the main findings and recommendations submitted to the commissioning Unit. Submit draft Evaluation Report and lessons learned to the Commissioning Unit.	Report: 20 October 2022
Phase 3		30 October 2022
Final Evaluation Report (8) Days	Draft/provisional report is validated with Programme stakeholders commenting. Finalize and submit evaluation and lessons learned report incorporating additions and comments provided by stakeholders.	
Total approximately (50) Days		

8.3   Example Questionnaire used for Data Collection

Thematic Area	Key Evaluation Criteria	Questions
A. Programme Formulation /Design	• Conceptualization /Design: risks and assumptions	o Explain some of the inherent assumptions in the original design. Are they correct? Examples include: ✓ Scope of Programme vs. funding and capacity ✓ Scale up possibilities ✓ Sustainability- funding mechanisms, etc. ✓ Capacities ✓ others o Please provide an elaboration of the Programme conceptualization process to the best of your knowledge o Is the Log frame still appropriate? o Should baselines be added and indicators adjusted? o Does the risk matrix make sense and is it appropriate? Should it be upgraded? Is it used as a management tool How are risks mitigated? o Is the risk matrix/log being updated regularly on ATALS? What is the frequency? o How would you rate the design on a scale of 1-5? (with five being the highest)
	• Country ownership/ Drive	o How do the government partners engage/interact with this Programme? o Is the Programme a national priority? Why or Why not? o What is the institutional home of this Programme? Is this the optimal home? o What is the status of legislation supportive of the Programme's expected outcomes? o Are there enforcement mechanisms?

		o Should the Programme be housed in another institution?
	• Stakeholder participation in design	o Who are the key Programme stakeholders/ beneficiaries? Describe how stakeholders were involved in the design process. o How would you rate the stakeholder participation on a scale of 1-5? (with 5 being the highest)
	• Replication approach	o Does this Programme have a design/approach that can be replicated regionally, nationally, or globally? Give evidence. Why or Why not?
	• UNDP role	o Describe the UNDP Country Office and donor's contribution to management and implementation.
	• Linkages between the Programme and other interventions within the sector	o Describe the linkages between this Programme and other similar Programme in the sector.
	• Other aspects	o Provide your rating of Programme design on a scale of 1 – 5 (with five being the highest rating possible)
B. Implementation/ management approach	• Does the Programme management employ the logical framework as a management tool? Provide concrete examples. • Provide concrete examples of Programme management and stakeholders' use of adaptive management, i.e. comprehensive and realistic work plans every year? • Please draw the current Programme management and implementation arrangements. • Describe the general operational relationships between the various institutions involved and others and how these relationships have contributed to effective implementation and achievement of Programme outcomes. • How would you rate the implementation approach on a scale of 1-5? (Five is the highest rating possible)	

C. Monitoring and Evaluation.	• Did Programme staff or stakeholders undertake periodic oversight? • How often does the programme Board and the Steering Committee meet? • Can you please describe what evaluations and or studies you have conducted on aspects of the Programme? • Describe the systems and tools employed for M&E, i.e. log frame, baselines established. • Programme indicators: are there results and progress indicators? Describe the data analysis process. • List staff and designation of responsibilities with respect to M&E i.e. capacities and resources for M&E • How would you rate the M&E on a scale of 1-5? (Five is the highest rating possible).	
D. Partnership strategies	• Are partnerships appropriate and effective including the range and quality of partnerships and collaboration developed with government, civil society, donors, and the private sector, and whether these have contributed to improved delivery? • Which is the degree of stakeholder and partner involvement in the various processes related to the outputs and outcome? • How could synergies be built with other Programme and projects within the sector?	
E. Stakeholder Participation and Implementation	• How is information generated and disseminated by the Programme? • Please comment on the overall strengths and weaknesses of the approach adopted by the Programme regarding stakeholder participation and implementation. • Please describe the process and result of the establishment of partnerships and collaborative	

	relationships developed by the Programme with local, national, and international entities. Describe the effect of these on Programme implementation. • Describe the involvement of government institutions in Programme implementation and the extent of government support of the Programme. • How would you rate the stakeholder participation and implementation on a scale of 1-5? (Five is the highest rating possible).	
F. Financial planning	• List activities and provide Programme cost by activity, outputs, and activities (provide information to enable to allow an analysis of delivery by percentage) • Describe the financial management (including disbursement issues), • Describe the co-financing arrangements/agreements. Are they suitable? • Has a Programme audit been conducted? What are the major findings? Do you agree?	
G. Describe in detail the execution and implementation modalities	• Does National execution work or not? • Describe the effectiveness of the UNDP counterpart and Programme coordinators unit in participation in selection, recruitment, assignment of experts and national counterpart staff and in the definition of tasks and responsibilities. • Are there any problems with the implementation i.e. current flow of staff in and out of the Programme, others? • Describe the hiring process for Programme staff- who is responsible for this? Are the donor and government partners involved? • Describe the financial officer's roles? Does this work? Is it strategic and operational support toward Programme outcomes and implementation?	

	- Does the Programme receive external technical backstopping and support from the wider partner knowledge network – why or why not? - Do you think the procurement process is streamlined and efficient? What can be done to improve it? How does it affect overall implementation and expected results? - What are some suggested improvements in the human resources situation	

8.4   Mid-term Evaluation Matrix

Relevant evaluation criteria	Key questions	Specific sub questions	Data sources	Data-collection methods/tools	Indicators/ success standard	Methods for data analysis
Relevance	Is the Intervention doing the right thing?	o To what extent has the project responded to the priorities and the needs of target beneficiaries as defined in the project document? o Has the project been able to effectively adapt its areas of work to the effects of the COVID-19 pandemic in projects' implementation countries? o Does the project respond to national priorities, even if these priorities have changed over time? o Does the theory of change remain relevant? If not, why? And how can it be improved? o Undertake a critical analysis of the project's Logical framework indicators and targets, baseline data, assess how "SMART" the midterm and end-of-	- ProDoc and other related documents, (AWPs, programme and project documents) & interviews. -Interaction with stakeholders. - Policy and strategic papers, Reports. -Technical deliverables. -Interviews with government partners, organizations working on the subject (including other stakeholders).	Project ProDoc analysis and interviews. Desk review, reports and in-person interviews Review of relevant documents, strategic papers, Reports	Number of new or improved institutionalized structures and processes for NDC implementation. Number of political leaders promoting climate change ambitions (disaggregated by gender). Number of countries disaggregating economy-wide mitigation targets into sectoral targets or NDC implementation plans. Number of countries undertaking gender-sensitive analysis in the context of NDC design and implementation Number of countries preparing long-term national or sectoral LEDS (including gender-sensitive considerations).	-Desk review (project documents, review/evaluation reports, government strategies and policies, external organizations working on Climate change, adaptation, and mitigation, and vulnerable groups. Review of Consultations notes, Focus Group Discussions & key Informant Interviews, etc.

					Number of prioritized NAMAs20 strengthened and promoted. Number of countries undertaking risk analysis and implementing barrier removal strategy. Number of countries taking measures to address barriers for market-based mechanisms	
Effectiveness	Is the intervention achieving its objectives?	o By reviewing the results and resources framework, is the project on track to achieve intended results at the outcome and output levels? What are the key achievements and what factors contributed to the achievements or non-achievement of those results? o In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on	- Interviews, documents, reviews and launching of the different events/training/public awareness sessions/events. -Interview with the governmental institutions, technicians, and representatives of benefiting communities. -interviews on effects and how access to	Project ProDoc analysis and interviews. Desk review, reports & interviews Review of relevant policy and strategic papers, Reports	Number of political leaders promoting climate change ambitions (disaggregated by gender) Number of countries taking measures to address barriers for market-based mechanisms. Number of new or improved institutionalized structures and processes for NDC implementation Number of gender-responsive financing mechanisms established to support NDC implementation.	Desk review of key documents prepared as per the targets. Consultation notes and Key Informant Interviews

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[20] Also includes future forms of mitigation actions agreed under Convention to support Paris Agreement.

		or expand these achievements? ○ In which areas does the project have the least achievements? What have been the constraining factors and why? How can they or could they be overcome? ○ To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities? ○ How has the project contributed to the partner governments' relevant policies / actions? Identify challenges encountered and remaining barriers to achieving the project objective. ○ By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits. ○ Has the project been effective in addressing the impact of the	knowledge has changed -Training packages produced and distributed to different target groups. -Feedback of participants in the offered capacity-building programme. -Key lessons and how knowledge have been applied and shared across different teams and target groups;		Number of countries disaggregating economy-wide mitigation targets into sectoral targets or NDC implementation plans Number of countries systematically engaging private sector on inclusive NDC investment opportunities Number and type of knowledge products generated and disseminated (including gender targets) Number of south-south exchanges brokered through NDC Help Desk	

		COVID-19 pandemic, both in terms of effective implementation of the planned actions, and in assisting the partner governments with readiness to post-COVID recovery?				
Efficiency	How well are resources being used?	o To what extent is the project management structure as outlined in the Project Document efficient in generating the expected results? o Examine how the COVID 19 pandemic has contributed/could further contribute to additional delays and the risk of not achieving the project objectives and targets and propose measures to adapt to the situation. o Assess whether the combined expertise of the project team is adequate to deliver against the project objectives and targets. o Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.	-New indicators are included in the national monitoring plan. -Documents on strategies and policy framework (CCA, climate change mitigation, etc...)	Project inception report. Desk study and interview. Project progress report. Desk review, reports & interviews Review of relevant policy and strategic papers, Reports A desk study, interview & consultation	Extent of policy analysis conducted. Level of Cost-effectively & efficiently associated with output and outcomes. Existence of an analysis of various delivery results. Existence of UNDP's DIM framework Number of staff and experts' in place. Evolution of cost-effectiveness ratio (e.g. Partner & calculable, staff interventions costs). Gaps between planned timeframe and actual implementation. Average cost by the beneficiary. Beneficiaries benefit from the project's outputs. HR required for the implementation of the different activities	Desk review (project reports, reports of the partners, prospective reports on security, donor's strategy in the country) Desk review (technical report, partners reports, capacity assessment)

		o Review the changes to fund allocations because of additional contributions and assess the appropriateness and relevance of such additions. o Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?				
Sustainabili ty	Will the benefits last?	o What outcomes and outputs have the most likelihood of sustainability and being adopted by partners and why? o To what extent do national partners have the institutional capacities, including sustainability strategies, in place to sustain the outcome-level results? o To what extent have national partners committed to providing continuing support (financial, staff, aspirational, etc.)?	ProDoc and documents; other related documents, (AWPs, annual quarterly reports) interview, interaction with target beneficiaries Consultations notes & key Informant Interviews Financial Reports. UNDP CDRs.	A desk study, interview & consultation Consultation and interviews	Extent of Inclusion in the local planning process. Process used to foster national and local ownership and capacity development. Level of enhanced capacity of targeted beneficiaries to use data, information & knowledge sharing platforms. Level of capacity building programme delivered. Level of awareness enhanced. Number of countries undertaking risk analysis and implementing barrier removal strategy.	Desk review (project reports, reports of the partners, prospective reports on adaptation and mitigation, donor's strategy in the country), etc.

		o To what extent do partnerships exist with other national institutions, NGOs, United Nations agencies, the private sector and development partners to sustain the attained results? o What is the possible impact of Covid-19 on the project's sustainability?	Co-financing commitments. Delivery of the different project's components at national, regional, and global level.		Number and type of knowledge products generated and disseminated (including gender targets) Number of private sector knowledge exchange programmes launched events.	
Visibility	Was the Programme's internal and external communication effective and efficient?	o Is communication regular and effective? What feedback mechanisms are in place? o Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence? Did the project implement appropriate communication tools?) and ensuring donors' visibility?	Review internal project communication with stakeholders. Review external project communication.	Desk review. Stakeholders consultations Interviews	Number of internal and external communications materials produced and disseminated. Level of stakeholders' satisfaction. Level of awareness enhanced. Number of knowledge exchange programmes launched events.	Desk review (communication materials – internal and external).
Gender Equality	To what extent has gender been addressed	o To what extent has gender equality and the empowerment of women	ProDoc documents; other related		Number of political leaders promoting climate change	Desk review (project reports, reports of the

	in the design, implementation and monitoring of the Programme?	been addressed in the design, implementation, monitoring and reporting of the project? o To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?	documents, (AWPs, annual quarterly reports) interview, interaction with target beneficiaries/ Women		ambitions (disaggregated by gender). Number of gender-responsive approaches integrated into institutional frameworks Number of countries undertaking gender-sensitive analysis in the context of NDC design and implementation Number of gender-responsive financing mechanisms established to support NDC implementation	partners, prospective reports on security.
Human Rights	To what extent have poor, indigenous and tribal peoples, women, and other disadvantaged and marginalized groups benefitted from the Programme's interventions?	o How did the Programme promote human rights and human development in the delivery of outputs? o	Desk review consultation notes	Review of Annual, quarterly reports & Consultation Notes	Extent of women's ability to raise their voices during the project activities and to access the Programme's outputs and basic services. Existence of ethnical /demographic/ cultural bias in the Programme	Desk review. Stakeholders discussions

8.5   List of Documents Reviewed[21]

No.	Document Title
1.	LECB Mid-Term Evaluation – Main Report
	LECB Mid-Term Evaluation - Annexes
2.	LECB_EU ROM Evaluation
	Columbia BSC
	Columbia Monitoring Report – MR
	Columbia TPS_MR
	Global BCS
	Global MR
	Global TPS-MR
	Kenya BCS
	Kenya MR
	Kenya TPS-MR
	Philippines BCS
	Philippines MR
	Philippines TPS-MR
	Uganda BCS
	Uganda MR
	Uganda TPS-MR
	Project Synopsis
3.	UNDP Evaluation Guidelines
4.	NDC SP updated Results 2017-202
5.	NDC SP Overview as of 31 December 2020
6.	NDC SP ProDoc and the signed version
7.	BMU 1 Project Description
	BMU 1 Contract signed (6 items)
8.	BMU 2 Contract Draft
	BMU 2 Contract Signed
	BMU 2 Payment Results
	PMU 2 Project Description
9.	BMU 3 Project Description
	BMU 3 Contract signed (2 items)
10.	BMU Morocco 4Cs – Contract Signed

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[21] Due to the complex nature of the project (global with 47 national projects) hundreds of documents and reports have been reviewed. These were grouped in below table, for simplification.

	BMU Morocco 4Cs Project Description
11.	BMZ- 1-2 mil
	UND and BMZ National NDC leadership
	UNDP and Germany CSA - Signed
12.	BMZ – 1 Financing and Investment
	BMZ- Contract Signed
	BMZ - Project Description
13.	BMZ 2 (Green Recovery)
	BMZ- Contract Signed
	BMZ - Project Description
14.	EC - Contract Signed
	EC - Project Description
15.	Spain 1
	AECID Confirmation and Work Stream
	Proposal final
	Transmittal Letter
16.	Spain 2
	AECID use of fund – proposal final
	Spain Contribution 2019 email
	Report – CIVOL PNUD Final
	Spain – UNDP Signed MOU 2019
17.	GIZ- NDC Dialogues
	2018 Agreement
	2019 Agreement
18.	Japan 2019
	Letter JU to PMJ
	PF Final Financial Report UNDP
	UNDP Final Report
19.	Salesforce – Pathway to Paris
20.	UNFCCC – LTS workshop BKK
	(9 documents)
21.	UNOPS- NDC Global Conference
	(5 documents)
22.	WRI – BKK June 2018
	(15 Documents)
23.	Climate Promise Global Progress report - 2022
24.	Climate Promise Global Progress report – Jan 2021
25.	Climate Promise Global Progress report – April 2020
26.	Climate Promise Global Progress report – April 2021

27.	Climate Promise Global Progress report – August 2020
28.	Climate Promise Global Progress report – Feb 2020
29.	Climate Promise Global Progress report – July 2021
30.	Climate Promise Global Progress report – March 2020
31.	Climate Promise Global Progress report – May 2020
32.	Climate Promise Global Progress report – Nov 2020
33.	2019 EC Annual Progress Report Global Gender Workshop – 4 docs knowledge Products – 14 docs NDC Global Conference – 3 docs Peer-to-Peer Exchange – Casablanca – 2 videos Regional NDC Dialogues
34.	2019 EC Annual Progress Report – 3 events: Africa – 3 docs Asia, Arab States and the Pacific – 3 docs Latin America and the Caribbean - 3 docs
35.	NDC SP 2019 Annual Progress Report to EU Annex 1 – 2019 Financial Progress report Annex 2- Countries; visibility activities
36.	NDC SP 2020 Annual Progress Report to EU NDC SP 2020 Revised Report Annex 1 – 2020 Financial Progress report Annex 2- Countries; visibility activities
37.	UNDP Funding Windows Annual Report 2017
38.	UNDP Funding Windows Annual Report 2018
39.	UNDP Funding Windows Annual Report 2019
40.	UNDP Funding Windows Annual Report 2020
41.	IKI BI-Annual Updates 2018 Report 2019 Report 2020 Report 2021 March Report 2021 September Report 2022 Report
42.	2020 Annual Progress Report- UNDP format
43.	2021 Annual Progress Report- UNDP format
44.	2018 Annual NDC SP Country Reports – 16 Reports
45.	2019 Annual NDC SP Country Reports – 21 Reports
46.	2020 Annual NDC SP Country Reports – 40 Reports

47.	2021 Annual NDC SP Country Reports –30 Reports
48.	191 quarterly progress reports covering the period Q3-2020 to Quarter 2 2022
49.	Cote d'Ivoire National WorkPlan
50.	Togo National WorkPlan
51.	Mali National WorkPlan
52.	Nigeria draft WP 2019
53.	BTOR Cote d'voire
54.	10 Screenshots of the risks log in ATLAS/ERP system

8.6   The final list of interviewees (Interviews + Questionnaires)

Interviewees from the 26 Countries were targeted, 18 countries' representatives were interviewed/ filled questionnaires.

Country	Name	Title	Govt/Org/affiliation	Profile
Argentina	Elena Palacios	Coordinator NDC Support Programme	Ministry of Environment	Government
Colombia	Jimena Puyana	National Manager of Sustainable Development - Focal Point NDC SP	UNDP CO, Colombia	CO personnel- UNDP
El Salvador	Jessica Laguardia	Chief of the Climate Change unit	Ministry of environment and natural resources	Government
Ghana	Stephen Kansuk	Focal Point NDC SP	UNDP	UNDP
Guatemala	Dunia Lopez	Project Coordinator NDC SP	UNDP	Project staff
Kazakhstan	Gulmira Sergazina	Project Manager NDC SP	UNDP	National Programme Manager
Lebanon	Vahakn Kabakian	Climate Change Advisor and NDC SP Project Manager	Ministry of Environment	Government
Mali	Omar Tamboura	Lead, Environment and Climate Change Team	UNDP Mali	UNDP
Mongolia	Saruul Dolgorsuren	National Project Coordinator	UNDP	National Programme Manager
Morocco	Abdelfetah Sahibi	Project Manager NDC SP	UNDP	UNDP / Government nexus
New York, USA	Rebecca Carman	Climate Change Technical Specialist	UNDP	UNDP Programme Management
Nigeria	Huzi Ishaku Mshelia	NDC Partnership Facilitator (formerly NDC SP project coordinator)	Nigeria Department of Climate Change/ NDC Partnership	Government/ Partner (NDC Partnership)
Panama	Ligia Castro de Doens	Climate Change Director	Ministry of Environment	Government

Paraguay	Oscar Vargas	Project Manager NDC SP	UNDP	UNDP / Government nexus
Thailand	Anchidtha Roonguthai	Project Manager NDC SP	UNDP	UNDP / Government nexus
Togo	Aniko Polo-Akpisso	NDC SP Coordinator	UNDP	UNDP
Tunisia	Afef Jaafar	National coordinator of the NDC on energy sector project	Agence Nationale pour la maitrise de l'énergie	Senior government partner on NDC
Viet Nam	Bui Viet Hien	Programme Officer	UNDP	UNDP Programme Manager

8.7   Mid-Term Evaluation Rating Scales

Ratings for Progress Towards Results: (one rating for each outcome and the objective)		
6	Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as "good practice".
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (HU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The objective/outcome has failed to achieve its midterm targets and is not expected to achieve any of its end-of-project targets.

Ratings for Project Implementation & Adaptive Management: (one overall rating)		
6	Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as "good practice".
5	Satisfactory (S)	Implementation of most of the components is leading to efficient and effective project implementation and adaptive management except for only a few that are subject to remedial action.
4	Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
3	Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
1	Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

Ratings for Sustainability: (one overall rating)		
4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project's closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	Moderately Unlikely (MU)	A significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes, as well as key outputs, will not be sustained

8.8   Signed UNEG Code of Conduct form

Evaluator/Consultants

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well-founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals and must balance the evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about it and how issues should be reported.
5. They should be sensitive to beliefs, manners, and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that respects the stakeholders' dignity and self-worth.
6. They are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings, and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Final Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Consultant: Amal Aldababseh

Name of Consultancy Organization (where relevant): INDIVIDUAL CONSULTANT

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at   (Jordan) October 2022

Signature: *Amal Dababseh*

8.9   Signed Mid-Term Evaluation Final Report Clearance Form

(to be completed by CO and UNDP GEF Technical Adviser based in the region and included in the final document)

Evaluation Report Reviewed and Cleared by

UNDP Headquarters – Global Support Unit

Name: _____Cassie Flynn_____

Signature: _____   Date: _____07-Dec-2022_____