



# **STRENGTHENING TARGETED CAPACITIES FOR IMPROVED DECISION MAKING AND MAINSTREAMING OF GLOBAL ENVIRONMENTAL OBLIGATIONS**

## **TERMINAL EVALUATION REPORT**

**UNDP PIMS ID: 5798**

**GEF ID: 9506**

**Region:** Arab States

**Country:** Sudan

**GEF Focal Area:** Multi-focal area, Cross-cutting capacity development

**GEF Strategic Objective:**

**CCCD1:** Integrate global environmental needs into management information systems

**CCCD2:** Strengthen consultative and management structures and mechanism

**CCCD3:** Integrate MEAs within national policy, legislative and regulatory frameworks

**CCCD5:** Update NCSAs

**GEF Implementing agency:** UNDP

**Implementing Partner (Executing Entity):** Higher Council for Environment and Natural Resources

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**TE timeframe:** September to November 2022

**Final TE Report date:** December 2022

## **Acknowledgement**

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### **Acronyms and Abbreviations**

|         |  |
|---------|--|
| APR     | Annual Performance Report  |
| CCCD    | Cross-Cutting Capacity Development                                   |
| CPAP    | Country Programme Action Plan  |
| EDIMS   | Environmental Data and Information Management System                 |
| EIA     | Environmental Impact Assessment                                      |
| ERC     | Evaluation Resource Centre   |
| GCF     | Green Climate Fund   |
| GEF     | Global Environmental Fund  |
| GoS     | Government of Sudan  |
| HCENR   | Higher Council for Environment and Natural Resources                 |
| MEA     | Multilateral Environmental Agreement                                 |
| MENRPD  | Ministry of Environment, Natural Resources, and Physical Development |
| MIC     | Ministry of International Cooperation                                |
| NAPA    | National Adaptation Plan of Action                                   |
| NBSAP   | National Biodiversity Strategy and Action Plan                       |
| NCSA    | National Capacity Self-Assessment                                    |
| NGO     | Non-Governmental Organization  |
| NIM     | National Implementation Modality                                     |
| NPD     | National Project Director  |
| OFP     | Operational Focal Point  |
| PIF     | Project Implementation Form  |
| POPP    | Programme and Operations Policies and Procedures                     |
| PPG     | Project Preparation Grant  |
| PIR     | Project Implementation Report  |
| PMU     | Project Management Unit  |
| PRSP    | Poverty Reduction Strategy Paper                                     |
| RTA     | Regional Technical Advisor   |
| SBAA    | Standard Basic Assistance Agreement                                  |
| SCCF    | Special Climate Change Fund  |
| SDGs    | Sustainable Development Goals  |
| SEA     | Strategic Environmental Assessment                                   |
| SESP    | Social and Environmental Screening Procedures                        |
| TAC     | Technical Advisory Committee   |
| UNDAF   | United Nations Development Assistance Framework                      |
| UNCBD   | United Nations Convention on Biological Diversity                    |
| UNCCD   | United Nations Convention to Combat Desertification                  |
| UNDP    | United Nations Development Programme                                 |
| UN FCCC | United Nations Framework Convention on Climate Change                |

## Glossary of Evaluation-related Terms

| Term                                  | Definition  |
|---------------------------------------|---|
| Baseline data                         | Data that describe the situation to be addressed by an intervention and serve as the starting point for measuring the performance of the intervention   |
| Beneficiaries                         | The specific individuals or organizations for whose benefit an intervention is undertaken   |
| Capacity development                  | The process by which individuals, organizations, institutions and societies develop their abilities individually and collectively to perform functions, solve problems and set and achieve objectives   |
| Conclusion                            | A reasoned judgement based on a synthesis of empirical findings or factual statements corresponding to a specific circumstance  |
| Effect                                | Intended or unintended change due directly or indirectly to an intervention   |
| Effectiveness                         | The extent to which the development intervention's objectives were achieved, or are expected to be achieved   |
| Efficiency                            | A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results  |
| Finding                               | A factual statement about the programme or project based on empirical evidence gathered through monitoring and evaluation activities  |
| Impact                                | Positive and negative, intended and non-intended, directly and indirectly, long term effects produced by a development intervention   |
| Indicator                             | Quantitative or qualitative factors that provide a means to measure the changes caused by an intervention   |
| Lessons learned                       | Generalizations based on evaluation experiences that abstract from the specific circumstances to broader situations   |
| Logframe (logical framework approach) | Management tool used to facilitate the planning, implementation and evaluation of an intervention. It involves identifying strategic elements (activities, outputs, outcome, impact) and their causal relationships, indicators, and assumptions that may affect success or failure. Based on RBM (results-based management) principles |
| Outcome                               | The likely or achieved (short-term and/or medium-term) effects of an intervention's outputs   |
| Output                                | The product, capital goods and/or service which results from an intervention; may also include a change resulting from the intervention which is relevant to the achievement of an outcome  |
| Rating                                | An instrument for forming and validating a judgement on the relevance, performance and success of a programme or project through the use of a scale with numeric, alphabetic and/or descriptive codes   |
| Recommendation                        | A proposal for action to be taken in a specific circumstance, including the parties responsible for that action   |
| Relevance                             | The extent to which the objectives of an intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donor's policies  |
| Risk                                  | Factor, normally outside the scope of an intervention, which may affect the achievement of an intervention's objectives   |
| Sustainability                        | The continuation of benefits from an intervention, after the development assistance has been completed  |
| Stakeholders                          | The specific individuals or organizations that have a role and interest in the objectives and implementation of a programme or project  |
| Theory of Change                      | A set of assumptions, risks and external factors that describes how and why an intervention is intended to work.  |

## EXECUTIVE SUMMARY

This report summarizes the findings of the independent Terminal Evaluation (TE) of the UNDP-GEF medium-size project “Strengthening Targeted National Capacities for Improved Decision Making and Mainstreaming of Global Environmental Obligations” (hereinafter referred to as the CCCD Project) that received a US\$ 1,000,000 grant from the Global Environment Facility (GEF).

The CCCD Project was endorsed by the GEF CEO on 22 April 2018. The signature of the Project Document by the Ministry of Finance and Economic Planning on 26 December 2018 officially marked the start of the project implementation. The Inception Workshop for the project was held on 24 June 2019. The TE timeframe was from 4 August 2022 to 26 December 2022.

### Project Information Table

|  |   |   |                  |
|--|---|---|------------------|
| <b>Project Title</b>                                   | Strengthening Targeted National Capacities for Improved Decision Making and Mainstreaming of Global Environmental Obligations |   |                  |
| <b>UNDP Project ID (PIMS #):</b>                       | 5798  | <b>PIF Approval Date</b>  | 1 May 2017       |
| <b>GEF Project ID (PMIS #):</b>                        | 9506  | <b>CEO Endorsement Date:</b>  | 24 April 2018    |
| <b>ATLAS Business Unit:</b>                            | SDN10   | <b>Project Document (ProDoc) Signature Date (date project began):</b> | 26 December 2018 |
| <b>Award ID</b>  | 00111400  |   |                  |
| <b>Project ID:</b>                                     | 00110463  |   |                  |
| <b>Country(ies):</b>                                   | Sudan   | <b>Date project manager hired:</b>                                    | 1 April 2019     |
| <b>Region:</b>   | Arab States   | <b>Inception Workshop date:</b>                                       | 24 June 2019     |
| <b>Focal Area:</b>                                     | Multifocal Areas  | <b>Midterm Review completion date:</b>                                | N.A.             |
| <b>GEF Focal Area Strategic Objective:</b>             | CCCD 1, CCCD 2, CCCD 3  | <b>Planned closing date:</b>  | 26 December 2022 |
| <b>Trust Fund [indicate GEF TF, LDCE, SCCF, NPIF]:</b> | GEF TF  | <b>If revised, proposed op. closing date:</b>                         | N.A.             |
| <b>Executing Agency/Implementing Partner:</b>          | Higher Council for Environment and Natural Resources  |   |                  |
| <b>Other execution partners:</b>                       | N.A.  |   |                  |
| <b>Project Financing</b>                               | <b><i>at CEO endorsement (US\$)</i></b>   | <b><i>At Terminal Evaluation (US\$)<sup>1</sup></i></b>               |                  |
| <b>GEF financing:</b>                                  | 1,000,000   | 790,210.21  |                  |
| <b>UNDP contribution</b>                               | 100,000   | 102,443.74  |                  |
| <b>Government</b>                                      | 1,000,000   | 994,400   |                  |
| <b>Other partners</b>                                  | 0   | 0   |                  |
| <b>Total co-financing</b>                              | 1,100,000   | 1,096,843.74  |                  |
| <b>PROJECT TOTAL COSTS</b>                             | <b>2,100,000</b>  | <b>1,887,053.95</b>   |                  |

<sup>1</sup> Total realised expenditures as of 30 November 2022

## **Purpose and objective of the evaluation**

The purpose of the TE is to provide the project partners i.e .the GEF, UNDP and the Government of Sudan with an independent assessment of the key achievements of the CCCD Project as compared to the original Project Document for the implementation period of the project. The TE provides assessment of the project design and formulation, relevance, effectiveness, efficiency, sustainability, country ownership, gender equality, and cross cutting issues. It assesses the achieved results and their sustainability through measurements of the changes according to the set indicators and their targets, summarize the experiences gained, identifies lessons learned, and makes recommendations for the future.

The TE applied a participatory and consultative approach to inform and confer with key stakeholders associated with the CCCD Project, in particular relevant ministries and agencies of the Government of Sudan counterparts, the UNDP Country Office, the National Project Team, the UNDP/GEF Technical Adviser, representatives of the project ultimate beneficiaries, and others. The time focus of the TE is the implementation period of the CCCD Project from December 2018 through December 2022. The geographic focus of the TE is Sudan.

## **Development context**

Recognizing that capacity development is critical to meeting and sustaining global environmental objectives, decision-makers and planners recognised that global environmental benefits are defined by the extent of contributions of environmental and conservation outcomes to well-being of societies around the world, and that these efforts must rely on the development of the national custodians of the environmental resources in question.

Criteria of the global environmental outcomes are framed by the three Rio Conventions, i.e., the Convention on Biological Diversity (CBD), the Convention to Combat Desertification and Drought (CCD), and the Framework Convention on Climate Change (FCCC). Established as the primary financial catalyst to their implementation at the country level, the GEF has been actively supporting capacity development at their operational and corporate programmes, with an emphasis on strengthening national environmental governance.

## **Project description**

The goal of the CCCD Project was to strengthen Sudan's ability to achieve environmentally sound and sustainable development that also protects the global environment as defined by the three Rio Conventions. The immediate objective of the project was to strengthen a set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities and thus lay a foundation for effective decision-making for achievement of global environmental benefits.

The project's strategy emphasizes a long-term approach to institutionalizing capacities to meet the MEAs' obligations through stakeholder consultations and learning-by-doing activities for integrating global environmental priorities into national planning, decision-making, and reporting processes.

Through implementation of the project, Sudan was expected to achieve the following outcomes:

**Outcome 1:** Strengthened policy and legal instruments;

**Outcome 2:** Enhanced capacities to mainstream, develop, and apply policies and legislative frameworks for the cost-effective implementation of the three Rio Conventions;

**Outcome 3:** Setting up and early implementation of an environmental management information system for improved monitoring and assessment of global environmental impacts and trends;

**Outcome 4:** Improved environmental attitudes and values for the global environment;

**Outcome 5:** Updated National Capacity Self-Assessment

While the expected outcomes of the project from a GEF perspective re-improved capacities to meet and sustain global environmental priorities, the expected outcomes from a national socio-economic development perspective are improved capacities to plan and make decisions that will meet the national sustainable development priorities. The project was expected to achieve this by mainstreaming global environmental concerns into planning and decision-making processes.

## Summary of findings

### Project design and formulation

The CCCD Project design was largely based on a participatory approach to project development that is critical to accessing information and developing partnerships and commitments. The formulation of a Project Identification Form (PIF) and the Project Document was essentially a continuation of the institutional analyses and multi-stakeholder consultation processes conducted in 2008 under the National Capacity Self-Assessment (NCSA).

The TE team found the overall rationale and project logic sound and realistic in direct response to the needs and gaps identified in the 2008 NCSA through addressing systemic, institutional, and technical capacity constraints. The project's strategy was found straightforward in that it expects to generate improved capacities and knowledge for meeting and sustaining the Rio Convention obligations at the country and sub-national levels. The Project Objective and the project outcomes are clearly defined and well-structured.

While a majority of the indicators and their related targets in the Project Results Framework (PRF) meet the SMART criteria, the TE team noted that the PRF contains only end-of-project (EOP) targets and does not contain any explicit mid-term targets. Furthermore, the TE team found few indicators not defined with metrics and their respective targets formulated only as aspiring statements.

The CCCD Project is well aligned with the needs and priorities outlined in the Sudan State of Environment and Outlook Report (2020) that comprehensively takes stock of the biophysical, social, and economic factors in the country's environment and the trends affecting it. Furthermore, the project is in line with the Sudan United Nations Development Assistance Framework (UNDAF) for 2018-2021 and contributes to Sustainable Development Goals #13 and 15.



The project is also in line with the with the objectives of the GEF-6 CCCD strategy developed to facilitate the acquisition, exchange and use of knowledge, skills, good practices necessary to shape and influence national planning and budgeting processes and implementation in support of global environmental benefits.

### Project implementation

The CCCD Project was designed for the National Implementation Modality (NIM) with the Ministry of Environment, Natural Resources, and Physical Development through the Higher Council for Environment and Natural Resources as the national designated Implementing Partner executing the project on behalf of the Government of Sudan. The actual implementation modality was NIM with the UNDP CO support according to the valid UNDP policy. Under this arrangement, the UNDP CO in Sudan provided implementation support for procurement of goods and services and maintained the oversight and management of the overall project budget, responsibility for monitoring of the project implementation, preparation of obligatory reports to GEF, and for organising the mandatory TE.

The implementation of the CCCD Project was affected by two factors, namely the complicated political and administrative situation in the country in 2019 that slowed down the process for recruitment of the project personnel and a surge in COVID-19 infections in the first half of 2020 that resulted in repeated postponement of many of the planned activities. These external factors were beyond the control of the project team that made considerable effort to accelerate the implementation in the 2<sup>nd</sup> half of 2021 and in 2022.

The analysis of project expenditures showed that the project has used about 79% of the GEF grant while it has not delivered all planned results by the time of the TE. The actual project management cost reached 46% of the GEF budgeted amount. The in-kind co-financing by the HCENR contributed to the project management cost while engagement of national consultants helped to keep the cost of the substantive project components low and under control.

Overall, the TE team concludes that both the HCENR and the UNDP provided good project implementation and execution.

### Project results

Key achievements under the individual project outcomes are summarised below.

#### **Outcome 1: Strengthened policy and legal instruments**

- SWOT and Gap Analysis of existing environmental policies and legislation conducted through a series of consultations with the HCENR and relevant stakeholder institutions at the central level and in the 18 states of Sudan;
- Environmental Governance Module prepared and validated through high level consultative meetings with senior officials of relevant stakeholder institutes at the federal and state levels.
- Assistance to development of a draft Regulation on Environmental Impact Assessment (EIA) under the Environment Protection Act and its approval by the HCENR;
- Draft Operational Guidance in line with the 2020 amendment of the Environment Protection Act for unification of the Environmental Councils.

**Outcome 2:** Enhanced capacities to mainstream, develop, and apply policies and legislative frameworks for the cost-effective implementation of the three Rio Conventions

- Learning-by-doing workshops with participation of technical staff from stakeholder federal and states government institutions on identification and reconciliation of weaknesses and gaps in key environmental policies and legal instruments and mainstreaming of the conventions' requirements in the policies and plans of the government institutions;
- Training workshops for government staff at the federal and states' levels to apply skills and knowledge for implementation of the Rio Conventions' obligations;
- Sectoral development plan of the National Forestry Corporation selected for a pilot exercise on mainstreaming of the Rio Conventions into development policies;

**Outcome 3:** Setting up and early implementation of an environmental management information system for improved monitoring and assessment of global environmental impacts and trends

- Technical assessment of current environmental data and information collection methods, data formats, availability, and accessibility for key agencies;
- Monitoring plan for the Environmental Data and Information Management System (EDIMS) tested and updated through consultations and training;
- Basic training workshops for common understanding on application of the Geographical Information System (GIS) for government staff at federal and state levels;
- Advanced training course for a group from the federal/Khartoum State on building high skills for work with GIS and enhancing data sharing/exchange techniques;
- Introductory and advanced training course on collecting spatial data using mobile systems in environmental indicators;
- Training workshops on monitoring of biodiversity and its role in sustaining blue economy for federal and Red Sea State stakeholders;

**Outcome 4:** Improved environmental attitudes and values for the global environment

- Five environmental awareness for a for total of 155 HCENR staff on topics;
- Two awareness workshops on national commitments to the Rio Conventions for academia and research institutes;
- Three one-day workshops on the environmental and health effects of private mining in Kareema, Marawi and Tangasi localities of the Northern State;
- Environmental awareness seminars and other activities for general education and university students;
- Support to launching of the HCENR website in March and awareness activities for public;
- Eight awareness workshops for journalists and professionals from various newspapers and media;

**Outcome 5:** Updated National Capacity Self-Assessment

- Eight consultative workshops for the NCSA update
- Draft updated report from National Capacity Self-Assessment

- Roundtable meeting on the NCSA Action Plan

Overall, the TE concluded that the project was successful in actively engaging with a considerable number of the government technical staff at the central and state levels for collection of required data and information needed for analysis of the existing institutional arrangements, environmental policies, and legislative instruments. Through extensive outreach to media professionals, academia, private sector, and NGOs, the project successfully raised awareness of these stakeholder groups that is crucial for public support for mainstreaming of the Rio Conventions' obligations into the existing new policies and development plans. The question remains if and eventually to what extent the project beneficiaries are and will be able to use the acquired knowledge in implementation of the existing and development of new national policies and plans.

### **Sustainability and progress to impact**

The assessment of progress to impacts at the CCCD Project completion is based on the extent to which long-term results are likely based on what has been achieved. The main long-term results are as follows:

- Harmonization and operational effectiveness in implementation of the Rio Conventions' obligations
- Synergies of implementation of the 3 Rio Conventions with other MEAs
- Strengthened environmental governance
- Complementarity to ongoing and planned GEF initiatives

Progress towards impacts will require several drivers, including continued political will, sensitization of policy and decision makers, enactment and enforcement of legislation, and continued institutional strengthening.

While the project was successful in building institutional and individual capacities for MEA-related implementation, there is no measure of uptake of the training activities by the capacitated individuals and the extent to which they will be able to use the acquired knowledge in future work. Knowledge management products and training modules have been developed, but no concrete plans were developed to ensure that relevant institutions will continue the trainings after the project closure.

The Government of Sudan and other project stakeholders demonstrated a strong commitment towards implementation of the CCCD Project. However, almost all development assistance projects in Sudan are heavily dependent on donor funding and have no long-term financial plans to sustain the outcomes after completion of the projects. The political instability coupled with economic downturns might conceivably impact the government support for global environmental objectives and limit availability of funding for mainstreaming of the Rio Conventions' obligations into relevant policies and development plans.

## Overall Project Rating

|  |                               |
|--|-------------------------------|
| <b>1.Monitoring &amp; Evaluation (M&amp;E)</b>                               | <b>TE Rating</b>              |
| M&E plan: design at entry  | Satisfactory (S)              |
| M&E plan: implementation   | Satisfactory (S)              |
| Overall quality of M&E   | Satisfactory (S)              |
| <b>2.Implementing Agency Implementation &amp; Executing Agency Execution</b> | <b>TE Rating</b>              |
| Quality of UNDP Implementation/Oversight                                     | Satisfactory (S)              |
| Quality of Implementing Partner Execution                                    | Satisfactory (S)              |
| Overall quality implementation / execution                                   | Satisfactory (S)              |
| <b>3.Assessment of Outcomes</b>  | <b>TE Rating</b>              |
| Relevance  | Relevant (R)                  |
| Effectiveness  | Moderately Satisfactory (MS)  |
| Efficiency   | Satisfactory (S)              |
| Overall Project Outcome  | Moderately Satisfactory (MS)  |
| <b>4.Sustainability</b>  | <b>TE Rating</b>              |
| Institutional framework and governance                                       | Moderately Likely (ML)        |
| Financial  | Moderately Unlikely (MU)      |
| Socio-political  | Moderately Likely (ML)        |
| Environmental  | Likely (L)                    |
| <b>Overall Likelihood of Sustainability</b>                                  | <b>Moderately Likely (ML)</b> |

## Summary of conclusions

The TE shows strong evidence that the CCCD Project has assisted in addressing the key barriers identified in the 2008 NCSA. Specifically, the project successfully summoned key stakeholders from the federal and state governments for better understanding of obligations and commitments under the Rio Conventions. Moreover, the project facilitated implementation of a set of capacity building and awareness raising activities for the government agencies on the relevance of the Rio Conventions' provisions to their respective mandates, roles, and responsibilities for implementation of relevant development policies in the country.

One of the main effects of the project implementation is the improved communication between the national Focal Points for the Rio Conventions and other relevant stakeholders, namely research bodies and universities. Apart from a strong foundation for institutional and governance sustainability, the enhanced communication channels create a potential for reducing the duplication of reporting under the conventions.

The project was complementary to various initiatives undertaken by the GoS for update of the environmental policy frameworks and building capacities for development of new environmental policies. The added value of the CCCD Project is that it has built specific capacities for mainstreaming of the MEAs' commitments into national development policies and action plans. The project outcomes are relevant for the country to achieve global environmental benefits at a lower transactional cost as well as being able to respond faster and more appropriately to conservation needs. It is also highly relevant to the national development context and the UNDP programmatic directions.

## Key lessons learned

While the project was successful in bringing together governmental agencies and other stakeholders (research institutes, universities, NGOs) and promoting integrated approaches to environmental management in Sudan, participation in the consultative and learning-by-doing workshops cannot sustain the relationships. There must be a targeted follow-up effort to ensure sustainability of the interest of the various stakeholders generated by the project after its completion.

The CCCD project was a first attempt to address in its entirety the issue of mainstreaming the Rio Convention into the national development policies and action plans. Implementation of the project proved that given the limited project timeframe this was a very ambitious objective even for the pilot mainstreaming exercise with the selected sectoral development plan.

The link between the project activities (capacity building, and the implementation of a pilot study) and MEAs was not obvious to stakeholders. The development and use of the Theory of Change at the design and planning phase of the project would help clarify the project intervention logic and strengthen the Project Logical Framework.

## Recommendations Table

| <b>No.</b> | <b>Recommendation</b>  | <b>Entity Responsible</b> | <b>Time frame</b> |
|------------|--|---------------------------|-------------------|
| 1.         | The HCENR should ensure that the knowledge products from the project are available on-line to all stakeholders relevant for improved environmental management in the country.  | HCENR                     | Immediately       |
| 2.         | The HCENR should establish a mechanism and/or a platform for continued engagement and sustained dialogue between all stakeholders relevant for implementation of the Rio Conventions' commitments.   | HCENR                     | Immediately       |
| 3.         | The HCENR in cooperation with the UNDP CO should identify financial resources for organisation of further training programmes on monitoring of environmental indicators for consistent collaborative reporting under the Rio Conventions.  | HCENR, UNDP CO            | Immediately       |
| 4.         | The GoS should consider formalisation of the CCCD Project Steering Committee for continued coordination and cooperation on all matters related to the Rio Conventions beyond completion of the CCCD Project.   | GoS                       | Immediately       |
| 5.         | The HCENR with assistance of the UNDP CO should assist relevant institutions to identify funding for development of a comprehensive handbook for education, training, and outreach activities at the level of general education.   | HCENR, UNDP CO            | Immediately       |
| 6.         | The UNDP CO should assist the Government of Sudan with mainstreaming of gender aspects in developing policies and plans related to the three Rio Conventions.  | UNDP CO, GoS              | Immediately       |
| 7.         | For design of future CCCD projects, UNDP should ensure that the project results framework contain indicators that measure actual uptake of the capacity building activities at the level of trained individuals as well as at the level of their institutions.                   | UNDP                      | Immediately       |
| 8.         | For design of future CCCD projects, UNDP and GEF should consider creation of a mechanism for linking the parallelly implemented CCCD projects in the same region of countries for sharing of ideas, experiences, and methods across the regional portfolio of the CCCD projects. | UNDP                      | Immediately       |
| 9.         | UNDP CO should ensure that the project designers undertake a careful assessment of the potential provision of global environmental benefits from CCCD projects and availability of information for assessment of achievements of the set project targets.                        | UNDP                      | Immediately       |
| 10.        | UNDP CO should ensure that information on actual project co-financing is systematically tracked during the project implementation and is included in the last Annual Project Report  | UNDP                      | Immediately       |

## INTRODUCTION

This document presents results of the Terminal Evaluation of the medium-sized UNDP/GEF project “Strengthening Targeted National Capacities for Improved Decision Making and Mainstreaming of Global Environmental Obligations” (hereafter the CCCD Project). As a standard requirement for all projects financed by GEF, the TE has been initiated by the Lead Implementing Agency, in this case UNDP Country Office (CO) in Sudan. The evaluation was conducted in accordance with the GEF Monitoring and Evaluation Policy<sup>2</sup>, the Guidelines for GEF Agencies in Conducting Terminal Evaluations<sup>3</sup>, and the UNDP Evaluation Guidance for GEF Financed Projects<sup>4</sup>.

The project started in December 2019 and is currently in its 3<sup>rd</sup> year of implementation.

### Purpose and objective of the TE

The purpose of this TE is to provide the project partners, primarily the Government of Sudan, UNDP and GEF with an independent assessment of the key achievements of the project as compared to the objectives of the Project Document over the complete implementation period of the project. Specifically, The TE will:

- Assess the achievement of the planned outcomes and their sustainability through assessment of the changes in the set project indicators,
- Assess the effectiveness, efficiency, and alignment of the project in contributing to relevant national sustainable development plans;
- Assess the handling of risks and barriers to implementation, including the impact of the COVID-19 pandemic;
- Summarize the experiences gained and identify lessons learned;
- Propose recommendations for the future

The Terms of Reference (ToR) for the TE is provided as Annex 1.

### Scope and methodology

The TE covers all activities undertaken in the framework of the project. The time focus of the evaluation is the implementation period of the project from its official start on December 2018 throughout to November 2022. The geographic focus of the evaluation is Sudan.

The evaluation uses a participatory and consultative approach to inform and consult with all key stakeholders associated with the project, in particular the Government counterparts, the GEF operational focal point, the UNDP Country Office, the National Project Team, the UNDP/GEF Technical Adviser, representatives of the project ultimate beneficiaries, and others.

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<sup>2</sup>The GEF Monitoring and Evaluation Policy, Global Environmental Facility, November 2010

<sup>3</sup> Guidelines for GEF Agencies in Conducting Terminal Evaluation for Full-sized Projects, GEF, 2017 <https://www.gef.io/sites/default/files/documents/reports/gef-guidelines-te-fsp-2017.pdf>

<sup>4</sup> Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects, UNDP, 2020 [http://web.undp.org/evaluation/guideline/documents/GEF/TE\\_GuidanceforUNDP-supportedGEF-financedProjects.pdf](http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf)

The evaluation uses the primary evaluation criteria listed in the Terms of Reference for the evaluation, i.e. relevance, effectiveness, efficiency, sustainability, and progress to impact of interventions.

### Data collection and analysis

The following text provides a conceptual framework of methodology for data collection and analysis under the evaluation criteria. Due to the COVID-19 international travel restrictions, all interviews of the CCCD Project stakeholders by the international expert were done in a virtual and remote modality.

### *Relevance*

#### Conceptualization/Design

The TE assesses whether the approach used in design and selection of the CCCD Project interventions addressed the root causes, main barriers, and principal risks in the project area. It also includes an assessment of the project results framework and whether the different project components and activities proposed to achieve the objective were appropriate, viable and responded to contextual institutional, legal, and regulatory settings of the project. Furthermore, it examines effectiveness of the indicators defined for guiding implementation and measuring the achievement of project objectives. The TE also assesses whether lessons learned from other relevant projects (e.g., projects with the same focal area) were incorporated into the project design.

#### Country ownership and stakeholder participation

The TE assesses whether the project idea/conceptualization was linked to national and sectoral development needs and to what extent it focused on national environment and development interests, including changes over time. It also provides assessment of information dissemination, consultation, and stakeholder participation in design stages of the project.

#### Replication and linkages

The TE determines the ways in which lessons and experiences coming out of the project were/are to be replicated or scaled up in the design and implementation of other projects (this is also related to actual practices undertaken during implementation). It looks at linkages between the project and other interventions within the sector and the definition of clear and appropriate management arrangements at the CCCD Project design stage. This element also addresses the question to what extent the project addressed the UNDP priorities and cross-cutting issues such as gender, south-south cooperation, and poverty-environment linkages (sustainable livelihoods). It also examines linkages between the project and the UNDP normative programming instruments and response of the UN system to national development priorities in the form of the United Nations Development Assistance Framework (UNDAF) and the Country Programme Document (CPD) for the recipient country.



*Effectiveness and efficiency*Implementation approach

This part of the evaluation includes assessments of the following aspects:

- The use of the logical framework as a management tool during implementation and any changes made to the framework as a response to changing conditions and/or feedback from monitoring and evaluation (M&E) activities if required;
- Other elements that indicate adaptive management such as comprehensive and realistic work plans routinely developed that reflect adaptive management and/or; changes in management arrangements to enhance implementation;
- The project's use/establishment of electronic information technologies to support implementation, participation and monitoring, as well as other project activities;
- The general operational relationships between the institutions involved and others and how these relationships have contributed to effective implementation and achievement of project objectives;
- Technical capacities associated with the project and their role in the project development, management, and achievements.

Monitoring and evaluation

Under the M&E, the evaluation includes an assessment as to whether there has been adequate periodic oversight of activities during implementation to establish the extent to which inputs, work schedules, other required actions and outputs are proceeding according to plan; whether formal evaluations have been held and whether action has been taken on the results of this monitoring oversight and evaluation reports.

Stakeholder participation

This includes assessments of the mechanisms for information dissemination in the CCCD Project implementation and the extent of stakeholder participation in management, emphasizing the following:

- The production and dissemination of information and lessons generated by the project;
- Local resource users and NGOs participation in the project implementation and decision making and an analysis of the strengths and weaknesses of the approach adopted by the project in this field;
- The establishment of partnerships and collaborative relationships developed by the project with local, national and international entities and the effects they have had on project implementation;
- Involvement of governmental institutions in the project implementation and the extent of governmental support to the project.

### Financial planning and procurement management

The assessment in the field of financial planning looks into the actual WEP cost by objectives/outputs/activities and the cost-effectiveness of achievements, financial management (including disbursement issues) as well as co-financing of the CCCD Project. It assessed technical and human resource capacity for procurement, linkage between work programming and procurement planning and budgeting as well as effectiveness of procurement management.

### Assessment of project results

The GEF Monitoring and Evaluation Policy (2010) specifies that terminal evaluations will, at the minimum, assess achievement of outputs and outcomes, and report on these. While assessing a project's results, the TE determines the extent to which the project objectives – as stated in the documents submitted at the GEF CEO Endorsement stage – have been achieved. It also indicates any changes in project design and/or expected results after start of the project implementation.

### Attainment of outcomes/ Achievement of objectives

Through review of the CCCD design, the TE revisited the original project outcome model (also known as the project results framework) in the Project Document and examined the causal logic of the initiative under evaluation and whether and eventually how it developed during the life of the project. The revisited outcome model serves as a map that captures knowledge of the project stakeholders and boundary partners about how each outcome was intended to be achieved. The model also identified the intended target group of the initiative at the outcome level and the changes that can be attributed to the project implementation.

The TE report provides a summary in a tabular format that uses the indicators for the tracking and assessment of the planned results (at the outcomes and objective level) with evidence of the delivered results as a basis for rating of achievement of the results.

### *Sustainability*

The assessment of sustainability includes an assessment of the extent to which benefits continue, within or outside the project domain after GEF assistance has come to end as well as eventual development of a sustainability strategy.

The likelihood of sustainability of the project outcomes is assessed in terms the following aspects:

- Financial sustainability
- Socio-political sustainability
- Institutional framework and governance sustainability
- Environmental sustainability

### *Progress to impact*

It is often too early to assess long-term impacts of GEF projects at the point of project completion hence the evaluation assesses whether there is any evidence on progress towards long-term impacts as well as the extent to which the key assumptions of the project's theory of

change hold and the extent to which the eventual progress towards long-term impact may be attributed to the CCCD Project.

In addition to the analysis of progress to impacts in terms of the project's contributions to changes in policy/ legal/regulatory framework, including reported and/or observed changes in the human and institutional capacities (awareness, knowledge, skills, infrastructure, monitoring systems, etc.) and in access to and use of the information.

#### Other assessments

The TE assessed the following additional topics for which ratings are not required:

- Eventual need for follow-up: Where applicable, the evaluation will indicate if there is any need to follow up on the evaluation findings, e.g. unintended negative impacts or risks, etc.
- Materialization of co-financing: the evaluation provides information on the extent to which expected co-financing materialized, whether co-financing was cash or in-kind, whether it is in form of grant or loan or equity, whether co- financing was administered by the project management or by some other organization, how short fall in co-financing or materialization of greater than expected co-financing affected the CCCD Project results, etc.
- Gender Concerns: The evaluation makes assessment whether gender aspects were considered in the project design; the extent to which the project was implemented in a manner that ensures gender equitable participation and benefits, and whether gender disaggregated data was gathered and reported to the beneficiaries.

The TE was conducted in three phases as follows:

#### Preparation

Initial screening and limited desk review was conducted of a variety of documents mainly those covering project design and implementation progress. The approved Project Document (PD) was the starting point for the review in terms of understanding the basics on which the project was designed *and* funded. Study of the PD was complemented by the review of other essential information resources such as the Minutes of the Inception Workshop and the Annual Project Reports (APRs).

Results of the initial review provided grounds for formulation of evaluation questions as discussion points that aimed at gathering information from project stakeholders and beneficiaries about their attitudes and preferences as well as collecting factual information from relevant sources linked to the performance indicators. The evaluation questions were incorporated into the Evaluation Matrix that was used during the data collection stage.

#### Data collection

First-hand information was collected through interviews with selected project stakeholders. The interviews were designed to obtain in-depth information about the key informants' experiences from the project implementation and their opinions on the achievement of the planned results. They were based on a semi-structured format in order to allow the respondents to express their perception of the main issues related to the project implementation.

### Data analysis

Data analysis included detailed review of documents prepared during the preparation phase, project reports including APRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The TE team took perspectives of all relevant stakeholders into account and gathered information on project performance and results from multiple sources including the project M&E system, tracking tools, field visit, stakeholder interviews, project documents, and other independent sources, in order to facilitate triangulation of the data. Contextual information was also gathered to assess the significance and relevance of the observed performance and results.

The collected information was organized, classified, tabulated, summarized, and compared with other appropriate information to extract useful information that responds to the evaluation questions and fulfils the purposes of the evaluation. Triangulation of results, i.e. comparing information from different sources, such as documentation and interviews, or interviews on the same subject with different stakeholders, was used to corroborate and check the reliability of the evidence. Through this approach, the evaluators verified the information obtained in the document review phase, got some additional data and were thus able to better interpret the collected information and evidence.

### Evaluation ethics

The evaluation was conducted in accordance with the ethical principles outlined in the UNEG Ethical Guidelines for Evaluations, namely the four guiding ethical principles for evaluation: Integrity, Accountability, Respect, and Beneficence<sup>5</sup>.

### Limitations of the evaluation

The data collection phase for the Terminal Evaluation started when a number of activities were still under implementation hence the relevant deliverables were not available from the start of the TE. Although the mission of the International Consultant to Sudan was planned, it could not be realised due to the COVID-19 impact. Interviews with selected project stakeholders were conducted virtually and remotely through on-line meeting platforms and through physical meetings during visits of the National Consultant. These arrangements, although functional in terms of collecting the necessary information, limited the ability of the International Consultant to use direct observation at the stakeholder and beneficiary institutions for gathering additional information, triangulating previously obtained information, and getting a broader picture. This limitation was mitigated to the extent possible through arrangement of face-to-face meetings with selected project stakeholders from 16 states by the National Consultant.

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<sup>5</sup>UNEG Ethical Guidelines for Evaluation, 2020

[https://www.unodc.org/documents/evaluation/Guidelines/UNEG\\_Ethical\\_Guidelines\\_for\\_Evaluation](https://www.unodc.org/documents/evaluation/Guidelines/UNEG_Ethical_Guidelines_for_Evaluation)

### Structure of the evaluation report

The structure of the TE report follows the “Evaluation Report Outline” presented in Annex C of the ToR of the assignment.

The ‘Executive Summary’ of the report is provided in the beginning of the report. The body of the report starts with introduction and development context of the CCCD Project and continues with a short project description. This is followed by the chapter that sets out the evaluation findings presented as factual statements based on analysis of the collected data. The findings are structured around the five essential evaluation criteria and include assessment of the project performance against the performance indicators and their target values set out in the project results framework (as provided in the Project Document). This part further includes assessment of the project management arrangements, financing and co-financing inputs, partnership strategies and the project monitoring and evaluation systems.

The final part of the report contains conclusions and recommendations substantiated by the collected evidence and linked to the evaluation findings. While the conclusions provide insights into identification of solutions to important issues pertinent to the project beneficiaries, UNDP and GEF, the recommendations are directed to the intended users in terms of actions to be taken and/or decisions to be made. This part of the report concludes with lessons that can be taken from the evaluation, including good practices that can provide knowledge gained from the particular CCCD Project circumstances that are applicable to similar UNDP interventions.

## PROJECT DESCRIPTION

### Project start and duration

The CCCD Project was approved as a medium-size GEF project. The signature of the Project Document by the Government of Sudan on 26December 2019 officially marked the start of the project implementation. The original completion date is 26December 2022.

The GEF grant approved for the CCCD Project amounts to US\$ 1,000,000 complemented with US\$ 1,100,000 expected parallel financing by the Government and UNDP. The total amount of resources committed to the CCCD PROJECT at inception was thus US\$ 2,100,000.

### Development Context

Located in northeast Africa, Sudan is the third largest African country by its area of 1.88 million km<sup>2</sup>. The secession of South Sudan in 2011 with about 75% of oil reserves, compounded by economic sanctions imposed on the country, led to a significant decline in the country's Gross Domestic Product (GDP) per capita. The country's population is estimated at 44.43 million and is predicted to increase to 57.3 million by 2030<sup>6</sup>.

Despite being a largely desert and semi-desert country, the agricultural sector contributes around 30-35 per cent to the nation's GDP and constitutes a source of livelihood for about 65 % of the population and employs about 50 % of the labour force<sup>7</sup>. Though most of Sudan's residents currently live in rural areas, the country is rapidly urbanizing. Many Sudanese have moved to urban areas in search of employment opportunities and better lives, while others have been driven there by drought and famine. The conflict in the Darfur region resulted in 1.86 million internally displaced persons, many of whom ended up living in towns<sup>8</sup>.

Sudan is a country rich in natural resources but threatened by deforestation due to by energy and agricultural development. Desertification is also a serious problem for Sudan. While over-grazing is the most prevalent cause of desertification, agricultural expansion, particularly mechanized farming, and low-input agriculture, is another major driver that has resulted in soil erosion, desiccation, and the lowering of soil fertility. Numerous factors are also threatening biodiversity, such as poaching, habitat destruction, invasive species, droughts, floods, and expanding agriculture. As a result, the population of a number of species has declined to critical levels.

Climate change also presents a serious threat to Sudan's sustainable development, as demonstrated by a general rise in temperature, reduction and variability of rainfall, and sea level rise. Sudan is already experiencing an increased frequency of severe droughts. An example of projected effects of climate change includes an estimated increase in temperature between 1.5

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<sup>6</sup> Population Statistics of Sudan 1973 - 2018, Central Bureau of Statistics (2018)

<sup>7</sup> Agricultural statistics 1953/54-2017/2018, Ministry of Agriculture and Forests. Directorate of Agricultural Planning and Statistics ((2018)

<sup>8</sup> Global Trends: Forced displacement in 2018, United Nations High Commissioner for Refuge (UNHCR) (2018)

°C and 3.0 °C (by 2050), reduced river flow, and loss of coastal zones due to sea level rise<sup>9</sup>. As a result of a hotter climate and decreased rainfall, and a longer dry season, much of Sudan could become unsuitable for agriculture and villages, further undermining Sudan's food security.

Recognizing that capacity development is critical to meeting and sustaining global environmental objectives, decision-makers and planners recognised that global environmental benefits are defined by the extent of contributions of environmental and conservation outcomes to well-being of societies around the world, and that these efforts must rely on the development of the national custodians of the environmental resources in question.

Criteria of the global environmental outcomes are framed by the three Rio Conventions, i.e., the Convention on Biological Diversity (CBD), the Convention to Combat Desertification and Drought (CCD), and the Framework Convention on Climate Change (FCCC). Established as the primary financial catalyst to their implementation at the country level, the GEF has been actively supporting capacity development at their operational and corporate programmes, with an emphasis on strengthening national environmental governance.

Given these circumstances, there is a strong need to ensure that the country's limited and vulnerable natural capital is safeguarded and restored to the extent possible. The Government of Sudan has demonstrated a desire to protect its natural resources through a number of policies and laws, including their 2005 constitution that bestows that right to a healthy environment for all citizens and the protection of the country's biodiversity. Sudan is a signatory to the three Rio Conventions and is committed to full implementation of the obligations from the conventions.

### Problems that the project sought to address

Starting from early 2000, GEF supported implementation of National Capacity Self-Assessments (NCSA) in a number of developing countries with the aim to identify important capacity needs for enhancing the countries' abilities to meet the obligations under the three Rio Conventions.

With assistance from UNDP, the Higher Council for Environment and Natural Resources (HCENR) of Sudan led the development of the NCSA under the GEF-3 project<sup>10</sup> through a highly participatory and consultative process over a two-year period (2005-2007). The NCSA published in 2008<sup>11</sup> identified a number of barriers to effective fulfilling the obligations of the three Rio Conventions as follows:

- Inadequate structuring of national institutions
- Weaknesses in the formulation and implementation of national programmes
- Inadequate coordination among MEA national focal points
- Unclear mandates and a lack of integration of MEA-related concerns at the systemic level

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<sup>9</sup>Sudan's Second National Communication under the United Nations Framework Convention on Climate Change (2013) and National Adaptation Plan (2016)

<sup>10</sup>National Capacity Self-Assessment (NCSA) for Global Environment Management, GEF Project ID 1672

<sup>11</sup> National Capacity Self-Assessment: Report and Action Plan, HCENR - Ministry of Environment and Physical Development (2008)



- Limited environmental awareness among policy and decision-makers, including the value of the MEAs to national development priorities
- Limited institutional capacity, particularly at the state level, to manage, coordinate and follow-up on the national implementation of the Rio Conventions and other donor-funded projects
- Limited information centres for data related to MEA implementation
- Limited collaboration with the private sector, NGOs and civil society organizations involved with MEA-related work
- Inadequate integration of MEAs into tertiary education and research
- Limited capacity of educational and research institutions
- Imbalance of development activities between the central and regional governments
- Development priorities that do not adequately reflect environmental considerations

### Immediate and development objectives of the project

The goal of the project is to strengthen Sudan's ability to achieve environmentally sound and sustainable development that also protects the global environment as defined by the three Rio Conventions. The immediate objective of the project is to strengthen a set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities and thus lay a foundation for effective decision-making for achievement of global environmental benefits.

The project's strategy emphasizes a long-term approach to institutionalizing capacities to meet the MEAs' obligations through stakeholder consultations and learning-by-doing activities for integrating global environmental priorities into national planning, decision-making, and reporting processes.

### Expected results

Through implementation of the project, Sudan is expected to: a) improve access to best practices and best available knowledge, including innovative research; b) improve coordination, collaboration, and delegation of responsibilities among key agencies and other important organizations; c) enhance institutional and technical capacities; d) improve awareness of global environmental values; and e) update the NCSA to reflect post 2015-SDGs. While the expected outcomes of the project from a GEF perspective are improved capacities to meet and sustain global environmental priorities, the expected outcomes from a national socio-economic development perspective are improved capacities to plan and make decisions that will meet the national sustainable development priorities. The project will achieve this by mainstreaming global environment into planning and decision-making process (i.e., integrating environmental-development best practices that reflect global environmental priorities and the Post-2015 Sustainable Development Goals).

### Main project stakeholders and key partners involved

Stakeholder engagement is an inclusive and continuous process between a project and those potentially impacted that encompasses a range of activities and approaches. It is arguably one



of the most important ingredients for a successful project delivery and therefore an essential element of the project.

The design of the CCCD Project is based on multi-stakeholder consultations and engagement to gain a more comprehensive understanding of the challenges and barriers that limit Sudan ability to collect and manage data and information for alignment of national sustainable development with the best practices to conserve global environmental values. The stakeholder engagement in the project design served to develop a shared vision and expectations important for national institutional ownership of the project.

Given the project strategy, the main project stakeholders are the ministries of the Government of Sudan (GoS) that are responsible for preparing key sectoral policies, plans, programmes, and/or legislation. In the project preparatory phase, relevant ministries were consulted to ensure consistency and complementarity of the project activities with the GoS programmes and projects in progress or planned. By this token, the project conducted structured awareness-raising dialogues to raise and strengthen the support of parliamentarians to the concept and strategy of integrated approach to achieving Rio Convention and national socio-economic development priorities.

In Sudan, most of the states have a State Council for Environment and Natural Resources that is responsible for environmental issues. They play a vital role in working with the national government to carry out and ensure compliance with national laws and regulations, as well as having strong ties with civil society and locally based non-state organizations.

The draft project document was presented and discussed at a validation workshop on 22 January 2018 with stakeholders from various States in Sudan and over 70 participants, 60 percent of which were women. The States are an important set of project stakeholders, with representatives from state governments expected to play an active role in implementing project activities.

A list of key stakeholders as well as their expected roles in the project implementation from the stakeholder analysis at the project inception is provided as Annex 3.

### Theory of Change

A project's theory of change provides a basis for evaluation of the project resources, activities and results. The terminal evaluation assesses description of the project's theory of change including description of the project's outputs, outcomes, intended long-term environmental impacts of the project, causal pathways for the long-term impacts as well as implicit and explicit assumptions.

There is no explicit theory of change in the Project Document that would demonstrate the relation between individual project components. Essentially, the project strategy is based on addressing the obstacles that limit the ability of the country to meet the obligations of the three Rio Conventions. By this token, the project aims at building institutional capacity for removal of obstacles to integration of the global environmental obligations into national development policies and framework planning. More specifically, the project transforms the way Sudan

pursues socio-economic development through integration of global environmental objectives and priorities into decentralized decision-making.

The project is driving change by sharing of knowledge, good practices, and lessons learned. It builds on capacity development as an essential component of development effectiveness and alignment with best practices for capacity development while acknowledging that short-term changes in turn lead to long-term improvements. The project design also benefited from lessons learned from previous (baseline) projects and includes good practices such as a SWOT and gap analysis, and an entire component focused on awareness building.

The Theory of Change is also based on the assumption that learning-by-doing results in increased mobilization of efforts and resources, and that establishing commitment helps the country overcome internal resistance to change and adopt new and stronger modalities of engagement and collaboration, which in turn lead to long-term changes. The project takes a learning-by-doing approach to mainstream and integrate global environmental priorities within targeted policies, as well as monitoring, evaluation, and decision-making processes.

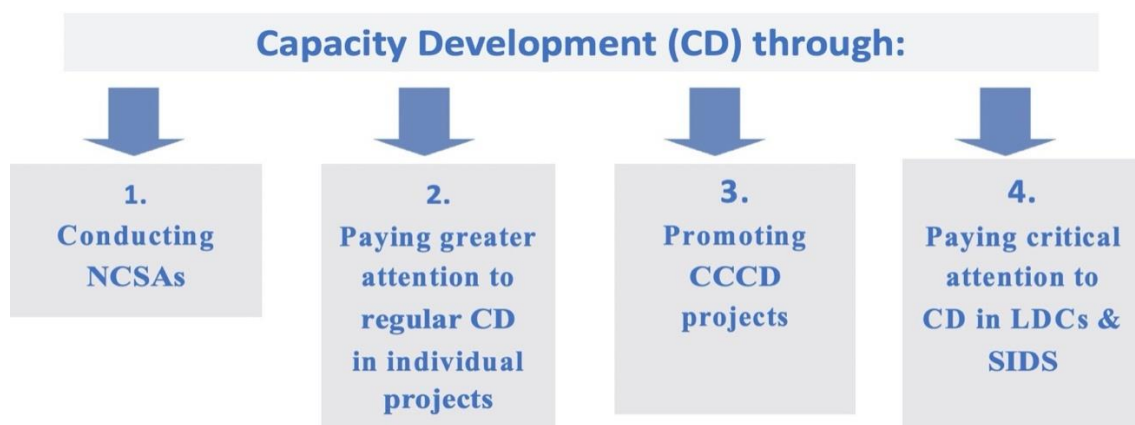
The project approach builds on the Government's strong commitment to strengthening sustainable development. More specifically, this project addresses specific cross-cutting capacity development priorities identified in the 2008 NCSA in order to catalyse Sudan's more effective participation in environmentally sound and sustainable development in a way that produces co-benefits for the global environment. Last but not least, the project strategy is based on the fact that currently in the country other development partners are supporting development interventions related to the Rio Conventions.

## FINDINGS

### Project Design/Formulation

The project design is based on the GEF-6 strategy for CCCD based on four pathways as shown in Display 1 below.

**Display 1:**GEF-6 CCCD strategy pathways<sup>12</sup>



The CCCD Project design was largely based on a participatory approach to project development that is critical to accessing information and developing partnerships and commitments. The formulation of a Project Identification Form (PIF) and Project Document was essentially a continuation of the institutional analyses and multi-stakeholder consultation processes conducted under the NCSA. However, the project preparation phase was not a repeat, but rather an upgrade of this process based on review of the NCSA report to identify the information gaps needed and conceptualize a cost-effective model for project implementation. In particular, the project preparatory phase involved consultations with the national focal points for the three Rio Conventions to be involved in the project activities that meet their priority needs.

The preparation of the Sudan CCCD Project started in 2017 when UNDP already had considerable experience from implementation of similar projects<sup>13</sup>. Therefore, the project design considered lessons learned in the previous phases of the CCCD Projects and includes many good practices such as a SWOT and gap analysis, and an entire component focused on awareness building.

### *Analysis of the project results framework*

This section provides a critical assessment of the Project Results Framework (PRF) in terms of clarity, feasibility and logical sequence of the project outcomes/outputs and their links to the

<sup>12</sup> GEF-6 Strategy for Cross-Cutting Capacity Development GEF Expanded Constituency Workshop, Cotonou, Benin, November 3-5, 2015

<sup>13</sup> There were about 40 UNDP-implemented CCCD Project as of 2014.

project objective. It also examines the specific indicators and their target values in terms of the SMART<sup>14</sup> criteria.

The PRF comprises 5 substantive components/outcomes and total 21 outputs. For measurement of achievement of the planned results, the PRF contains 17 indicators (4 formulated at the level of the Project Objective and 13 at the level of the outcomes) and total 62 corresponding targets.

The TE team found the overall rationale and project logic sound and realistic in direct response to the needs and gaps identified in the 2008 NCSA through addressing systemic, institutional, and technical capacity constraints. The project's strategy is straightforward in that it expects to generate improved capacities and knowledge for meeting and sustaining the Rio Convention obligations at the sub-national and country level. The Project Objective and outcomes are clearly defined and well-structured.

While the PRF indicators and their related targets meet some of the SMART criteria, the TE team noted that the PRF contains only end-of-project (EOP) targets and does not contain any explicit mid-term targets. Implicitly, earlier achievement deadlines are indicated for about one third (24) of the targets listed in the EOP column of the PRF.

Furthermore, the TE team found Indicators 4, 5, 6, and 7 not measurable as they are not defined with metrics and their respective targets are formulated as a sort of wishful statements.

#### *Assumptions and risks*

Identification of risks enables the implementing partners to recognize and address challenges that may limit the ability of the project to achieve the planned performance outcomes.

Annex G of the Project Document contains a risk matrix with description of total 5 identified risks rated in terms of probability and impact that allow for identification of critical risks (high in both probability and impact) for the purpose of further monitoring during the project implementation, as well as proposed mitigation measures.

The summary of the project risks identified in the Project Document is in Table 1 below.

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<sup>14</sup> SMART stands for Specific, Measurable, Attainable, Relevant, Time-bound.

**Table 1:** Summary of project risks and mitigation measures

| No. | Risk Description   | Risk type                     | Rating*        | Risk mitigation measures  |
|-----|--|-------------------------------|----------------|---|
| 1   | Limited absorptive capacity to carry out the extensive mainstreaming exercises                                   | Organizational<br>Operational | P = 3<br>I = 3 | Spreading roles and responsibilities to numerous partner ministries, each of which would take the lead, in consultation with HCENR as executing agency. Non-state organizations will also provide additional technical expertise.   |
| 2   | Inadequate sharing of information and communication between administration levels                                | Operational                   | P = 3<br>I = 2 | The project design has specifically included activities to facilitate consultations and negotiations with key decision-makers to ensure coordination and sharing of information   |
| 3   | By-laws and amendments to legislation and regulations are not officially approved or enacted in a timely fashion | Political                     | P = 4<br>I = 3 | Key stakeholder representatives will meet on a regular basis through the Project Steering Committee so that they are aware of the progress of the project and contribute to the adaptive collaborative management of the project. The project will also carry out targeted capacity building activities to strengthen institutional mechanisms for improved coordination and collaboration. These include items like negotiating best appropriate consultative processes and memoranda of agreements on inter-institutional collaboration and information sharing |
| 4   | Inadequate financing   | Financial                     | P = 2<br>I = 2 | The project also has an entire component on the mobilization of financial resources. The risk can also be minimized by spreading roles and responsibilities to partner government agencies and expert non-state organizations   |
| 5   | Internal resistance to change  | Strategic                     | P = 4<br>I = 2 | The outputs and framework activities of this project were strategically selected and designed to consider these existing “business-as-usual” approaches, and to facilitate a process by they could be improved incrementally. Most, if not all, of the activities under this project call for such incremental modifications to be made   |

\*I=impact, P=probability, both rated on a 5-point scale (low to high)

In line with standard UNDP requirements, the highly rated risks (5 in terms of impact or when impact is rated 4 and probability at 3 or higher) are considered as critical risks and should be further monitored and annually reported.

In addition to the above overall project risks, the PRF also lists a number of risks/assumptions, specifically related to achievement of the individual targets under the Project Objective and the five project components/outcomes.

The evaluators found the risk identification at the project inception sufficiently detailed. The risk rating was also found reasonable with exception of risk No. 3, that should have been rated higher both on probability and impact and therefore flagged as critical risk.

However, the TE team also observed that risk of political instability in terms of its impact on progress in implementation should have been identified as the project inception and flagged as critical risk for further monitoring.

### *Lessons from other relevant projects incorporated into project design*

The Project Document mentions only lessons learned from CCCD Projects in other countries but not from national projects implemented in Sudan. While there have been several projects implemented in the GEF Focal Areas of the 3 Rio Conventions (i.e. Biodiversity, Climate Change and Land Degradation), none of the projects address cross-cutting issues such as cooperation, information sharing between the conventions, and mainstreaming MEAs into national development plans and policies.

### *Planned stakeholder participation*

The CCCD Project was developed on the basis of consultations with a number of stakeholders during preparation of the Project Identification Form (PIF) and formulation of the Project Document. The latter was also discussed at a validation workshop with about 70 participants

including representatives from the States of Sudan that constitute an important set of the project stakeholders expected to play an active role in implementing the project activities. For example, state focal points and their institutions played a key role in elaborating and improving modalities for implementation of the National Adaptation Plan and integration into development planning at both national and state level.

Given the project strategy, the main project stakeholders are the government ministries who are responsible for preparing key sectoral policies, plans, programmes, and/or legislation. Therefore, the project preparation included consultation with the ministries to ensure consistency of the CCCD Project activities with other programmes and projects currently underway or planned. The project preparation also included structured awareness-raising dialogue to raise and strengthen the support of the parliamentarians to the concept and strategy of integrated approach for alignment of the Rio Convention with relevant national socio-economic development priorities. Annex G of the Project Document provides a complete Stakeholder Engagement Plan in a matrix format including the stakeholders' expected roles the project.

The stakeholder engagement process has been led by the Higher Council for the Environment and Natural Resources and the GEF Focal Point in the Ministry of Environment, Natural Resources, and Physical Development. It is expected that the government stakeholders would play key roles in legislation, management, monitoring of the project progress and communication of its results. The expected main entry point for involvement of the government stakeholders is participation in meetings of the Project Steering Committee through which they assume an active role in the decision-making for effective and efficient implementation of the project.

The TE found planned stakeholder participation satisfactory in terms of identification of the stakeholders and justification of their involvement in the project. However, reaching out to such number of stakeholders is very ambitious as the project stakeholder engagement plan does not go deeper into distinction between the core (primary) and tangential (secondary) stakeholders.

#### *Linkages between the project and other interventions within the sector*

A number of GEF-funded projects have been implemented in the three GEF thematic focal areas of the Rio Conventions (Biodiversity, Climate Change and Land Degradation) in the GEF-5, GEF-6 and GEF-7 funding replenishment periods. Each of these projects contains a component on capacity development (individual, organizational and systemic). The information on the GEF-funded projects is summarised in Table 2 below.

**Table 2:** GEF-funded projects in the focal areas of the Rio Conventions in Sudan

| GEF ID and Project Title   | Approval and GEF-period | Implementing Agency      | Focal Area* | Funding (US\$) |
|--|-------------------------|--------------------------|-------------|----------------|
| 4745 Promoting Utility-Scale Power Generation from Wind Energy   | 2014/GEF-5              | UNDP                     | CC          | 3,536,364      |
| 4958 Climate Risk Finance for Sustainable and Climate Resilient Rainfed Farming and Pastoral Systems   | 2014/GEF-5              | UNDP                     | CC          | 5,700,000      |
| 5619 GGW Sudan Sustainable Natural Resources Management Project  | 2013/GEF-5              | World Bank               | BD, LD      | 7,731,481      |
| 5651 Livestock and Rangeland Resilience Programme  | 2014/GEF-5              | IFAD                     | CC          | 8,526,000      |
| 5673 Promoting the Use of Electric Water Pumps for Irrigation  | 2016/GEF-5              | UNDP                     | CC          | 4,365,753      |
| 5703 Enhancing the Resilience of Communities Living in Climate Change Vulnerable Areas of Sudan Using Ecosystem Based Approaches to Adaptation (EbA) | 2016/GEF-5              | UNEP                     | CC          | 4,284,000      |
| 9108 Third National Communication and First Biennial Update Report   | 2015/GEF-6              | UNDP                     | CC          | 852,000        |
| 9501 Rural Livelihoods' Adaptation to Climate Change in the Horn of Africa - Phase II (RLACC II)   | 2017/GEF-5              | African Development Bank | CC          | 7,082,407      |
| 9328 Leapfrogging Sudan's Markets to More Efficient Lighting and Air Conditioners  | 2018/ GEF-6             | UNDP                     | CC          | 1,770,000      |
| 9425 Strengthened Protected Areas System and Integrated Ecosystem Management in Sudan  | 2020/ GEF-6             | UNDP                     | BD, LD      | 4,100,913      |
| 9575 Sudan Sustainable Natural Resources Management Project-Additional Financing   | 2018/ GEF-6             | World Bank               | BD,LD       | 5,504,586      |
| 10083 Sustainable Natural Resources Management Project   | 2020/GEF-7              | World Bank               | CC,LD       | 5,936,073      |
| 10159 Resilience of Pastoral and Farming Communities to Climate Change in North Darfur   | 2021/GEF-7              | FAO                      | CC          | 2,429,680      |
| 10162 Landscape Approach to Riverine Forest Restoration, Biodiversity Conservation and Livelihood Improvement  | 2021/GEF-7              | FAO                      | BD          | 2,589,726      |
| 10350 Sustainable Natural Resource and Livelihood Adaptive Programme   | 2021/GEF-7              | IFAD                     | CC          | 2,000,000      |
| 10479 Sudan's Capacity Building Initiative for Transparency Project  | 2021/GEF-7              | UNDP                     | CC          | 1,237,000      |
| 10827 National Child Project under the GEF Africa Mini-grid Programme  | 2022/GEF-7              | UNDP                     | CC          | 2,637,246      |

\* CC=Climate Change, BD=Biodiversity, LD=Land Degradation

In addition to the national projects, Sudan also participated in about the same number of relevant regional and/or global projects funded by GEF in the three focal areas of the Rio Conventions.

### *Social and Environmental Safeguards*

At the project preparatory phase, assessment of social and environmental risks was conducted according to the standard UNDP Social and Environmental Screening Procedure (SESP). Results of the screening provided as Annex E to the Project Document show that the CCCD Project falls under overall low risk category with social and environmental risks identified and no further assessments and monitoring required.

### Project Implementation

#### *Adaptive management*

GEF evaluations assess adaptive management in terms of the ability to direct the project implementation through adapting to changing political, regulatory, environmental, and other conditions outside of control of the project implementing teams. The adaptive approach involves exploring alternative ways to navigate the projects towards meeting the planned objectives using one or more of these alternatives.



Adaptive management measures taken during the project implementation were entirely related to delays resulting from COVID-19 restrictions and political instability in the country.

The TE team rates the adaptive management of the project **Satisfactory (S)**.

#### *Actual stakeholder participation and partnership arrangements*

The engagement of core stakeholders was ensured primarily through the PSC meetings where the principal project stakeholders executed an active role in project governance and decision-making. Furthermore, various federal line ministries and relevant agencies in the states participated in various meetings and workshops organised by the project as follows:

- 16 consultative meetings to discuss information needed for the SWOT analysis with participation of 186 various project stakeholders from the federal and state level;
- 7 high-level consultative meetings on validation of the Environmental Governance Module for the states with participation of 128 stakeholders from the state level;
- 14 other consultative meetings and workshops on various topics (NCSA update, sensitization of the private sector, introduction of environmental topics in teaching curricula, etc.)
- 7 basic and 1 advanced training workshops on geoportal database building and mobile GIS data collection for 119 technical staff of data and information centres at the federal and state level;
- 10 learning-by-doing workshops to understand and reconcile weaknesses and gaps in environmental policies and legal instruments for 177 technical staff in stakeholder institutions at the level of states;
- 6 training workshops on website and social media pages management for 76 staff from IT, public relations, information centres, and media departments at the federal and state level;
- 1 training workshop on monitoring of biodiversity for 23 technical staff from different stakeholders' institutions at the federal level;

Furthermore, the following awareness workshops and forums were organised for both primary and secondary stakeholders:

- 7 environmental awareness workshops for 159 professionals from the central and state level media;
- 5 environmental awareness forums for 155 staff of various departments of the HCENR;
- 4 environmental awareness forums for total 216 lecturers and researchers from 16 different universities and research institutes;
- 2 seminars on climate change and desertification for 159 students from 2 universities from the Khartoum state
- 3 environmental awareness raising workshops for general education students – 1 workshop for 70 primary school students and 2 workshops for total 1,561 secondary school students;
- 2 private sector sensitisation panels for total 50 participants from private sector institutions, academia, stakeholder ministries, financing institutions and the media



The evaluators found the actual stakeholder participation in line with the original stakeholder engagement plan. Engagement has been strong from most of the government entities relevant for the Rio Conventions at the technical level. Engagement of tangential stakeholders was ensured through their participation in specific activities and events organized by the project.

Based on the above summary, the actual stakeholder participation is rated **Satisfactory (S)**.

### *Project finance and co-finance*

Analysis of the project financial aspects was based on the information sourced from the annual Combined Delivery Reports (CDRs) for the years 2019 – 2021 and the 2022 CDRs up to 31 October 2022. This analysis aims at assessment of project financial delivery by years and by products, and the share of the project management budget line in the total budget.

The GEF grant for this project was approved at US\$ 1,000,000 and together with expected co-financing of US\$ 1,100,000 the total cost of the project at inception was US\$2,100,000. Table 3 below displays the breakdown of expenditures from the GEF grant by the years of the project implementation period.

**Table 3:** Actual expenditures from the GEF grant by years of implementation (as of 30 November 2022)

| Project Component  | Expenditures (US\$) |                  |                   |                   |                   |
|--------------------|---------------------|------------------|-------------------|-------------------|-------------------|
|                    | 2019                | 2020             | 2021              | 2022              | 2019-2022         |
| Gains/Losses       | -224.42             | 130.53           | 31,719.99         | -3,091.09         | 28,535.01         |
| Component 1        | 8,903.08            | 983.08           | 13,097.61         | 35,391.25         | 58,375.02         |
| Component 2        | 32,227.40           | 12,291.39        | 45,362.80         | 95,431.70         | 185,313.29        |
| Component 3        | 1,025.94            | 28,052.95        | 57,905.07         | 138,351.15        | 225,335.11        |
| Component 4        | 3,694.45            | 7,412.72         | 44,647.31         | 80,827.54         | 136,582.02        |
| Component 5        | 0.00                | 14,219.44        | 29,596.71         | 70,410.01         | 114,226.16        |
| Project Management | 9,414.47            | 1,633.22         | 29,601.66         | 1,194.25          | 41,843.60         |
| <b>Total</b>       | <b>55,040.92</b>    | <b>64,723.33</b> | <b>251,931.15</b> | <b>418,514.81</b> | <b>790,210.21</b> |

Data in Table 3 shows that the total realised expenditure at the TE was US\$ 790,210.21 that is 79.0 % of the total GEF grant. Furthermore, the data demonstrates slow start of the project implementation as only 12% of the GEF grant was expended during the first 2 years of the project. About one third of the total expenditures were realised during the single year 2021.

In addition to the already realised expenditures, the project requested US\$ 131,000 as the last financial tranche to cover the outstanding planned activities. This means that the total realised expenditure could increase to US\$ 921,310.21 (92.1%).

Table 4 below provides comparison of the planned and actual expenditures by the project components.

**Table 4:** Planned and actual disbursement of the GEF grant by project components (as of 30 November 2022)

| <b>Project Component</b> | <b>Budget (US\$)</b> | <b>Expenditures<br/>2019-2022 (US\$)</b> | <b>%</b>      |
|--------------------------|----------------------|--|---------------|
| Gains/Losses             | 0                    | 28,535.01                                | N.A.          |
| Component 1              | 70,000.00            | 58,375.02                                | 83.39%        |
| Component 2              | 230,000.00           | 185,313.29                               | 80.57%        |
| Component 3              | 295,000.00           | 225,335.11                               | 76.38%        |
| Component 4              | 195,000.00           | 136,582.02                               | 70.04%        |
| Component 5              | 120,000.00           | 114,226.16                               | 95.19%        |
| Project Management       | 90,000.00            | 41,843.60                                | 46.49%        |
| <b>Total</b>             | <b>1,000,000.00</b>  | <b>790,210.21</b>                        | <b>79.02%</b> |

The figures in Table 4 show relatively even financial delivery under the individual components of the project. Components 3 and 4 show the lowest expenditures compared to the planned amounts while the delivery under Component 5 was the highest and almost reached the planned amount.

Percentage of the total project budget allocated for project management serves as an indicator of the project cost-effectiveness. The GEF budget allocation on the CCCD project management was 9% of the GEF grant that is considered reasonable for a project of this size and is in line with the relevant policy on budgeting for GEF-funded projects. As part of the co-financing contribution to the project, UNDP pledged to fund the project management services with further US\$ 60,000, hence the total planned amount on project management was US\$ 150,000.

Actual expenditures from the GEF grant on project management reached 46.49% of the planned amount (4.6% of the GEF grant). However, actual expenditures on project management from the UNDP co-financing contribution reached US\$ 102,443.74 thus the total project management cost reached US\$ 144,499.80 that is 97.7% of the total planned amount.

The project awarded 7 contracts to national consultants in the total combined value of US\$ 83,000 that is 17.5% of total expenditures. Majority of the funds were spent on organisation of meetings and travel to meeting venues.

Table 5 below shows the actual co-financing contributions at the TE.

**Table 5:** Actual co-financing contributions by source (US\$)

| Source of Co-financing    | Name of Co-financier | Type of Co-financing | Investment Mobilised  | Amount (US\$)       |
|---------------------------|----------------------|----------------------|-----------------------|---------------------|
| Recipient Government      | Ministry of Finance  | Grant                | Recurrent Expenditure | 31,000              |
| Recipient Government      | HCNER                | in-kind              | Recurrent Expenditure | 98,400              |
| Recipient Government      | HCNER                | in-kind              | Recurrent Expenditure | 200,000             |
| Recipient Government      | HCNER                | in-kind              | Recurrent Expenditure | 385,000             |
| Recipient Government      | HCNER                | in-kind              | Recurrent Expenditure | 140,000             |
| Recipient Government      | HCNER                | in-kind              | Recurrent Expenditure | 80,000              |
| Recipient Government      | HCNER                | in-kind              | Recurrent Expenditure | 60,000              |
| Donor Agency              | UNDP                 | cash                 | Investment Mobilised  | 102,443.74          |
| <b>Total Co-financing</b> |                      |                      |                       | <b>1,096,843.74</b> |

Based on the above, the TE team made the following observations:

- Only 79% of the GEF grant has been spent on the project activities that leaves about US\$ 210,000 unspent by the TE; the delivery could increase to 92.1%;
- Actual co-financing mobilised by the project matched the amount of the GEF grant;
- However, most of the co-financing (almost 88%) was in-kind contributions by the HCNER;
- UNDP co-financing contribution slightly exceeded the amount pledged at the project inception;
- There were no reported co-financing contributions from the level of the states;

Overall, the available financial reports prove that a well-established financial management and control system was in place and relevant financial management and reporting procedures and regulations were followed during the entire period of the project implementation.

In conclusion, the financing/co-financing of the project is rated **Satisfactory (S)**.

#### *Monitoring and evaluation: design at entry and implementation*

For the assessment of the M&E framework, the evaluators reviewed some of the project documentation related to monitoring and reporting, including the Project Document, Annual Project Reports (APRs) and minutes of various meetings organised by the project.

#### *M&E design at project entry*

The project Monitoring & Evaluation (M&E) plan is described in Section F of the Project Document. The Plan, designed in compliance with UNDP requirements outlined in the UNDP Programme and Operations Policies and Procedures (POPP) and the UNDP Evaluation Policy, defines basic M&E oversight and monitoring responsibilities of the Project Manager and the project implementing partners.

Additional GEF monitors and reporting requirements of the M&E Plan include elements such as the Inception Workshop (IW) and report, annual GEF Project Implementation Reports (PIRs), annual monitoring through meetings of the PSC, and the Terminal Evaluation. The

M&E plan in the Project Document did not specify the ways to inform and eventually involve the GEF OFP about the project progress. However, this is implicitly addressed in the format of the annual GEF PIRs that requires assessment and rating of the project progress from the GEF OFP.

The TE team found the roles and responsibilities for the M&E plan clearly defined in the project design. The total indicative cost allocation to the M&E plan (excluding the project team staff time and UNDP staff travel expenses) was US\$57,000, shared between the GEF grant (US\$ 20,000) and UNDO co-financing (US\$ 37,000).

The TE team consider the design of the project M&E framework well-articulated and in line with the standard M&E design for GEF projects and sufficiently budgeted for a project of this size and complexity. The evaluators also found the M&E design adequate for monitoring the project results and tracking the progress toward achievement of the project outcomes. Therefore, the M&E design is rated **Satisfactory (S)**.

### *M&E at implementation*

The main subject of the discussion here is the implementation of the originally planned components of the M&E plan. For the assessment of the M&E framework, the evaluators reviewed some of the project documentation related to monitoring and reporting, in particular the Project IW Report, Minutes of the PSC meetings, and annual GEF Project Implementation Reports (PIRs).

### Inception Workshop

The Project Document stipulated that a project Inception Workshop (IW) should be held within 2 months of the project start to help the relevant stakeholders of the project to build ownership of the project and its planned results, review the PRF and finalize the indicators, means of verification and agree on the monitoring & evaluation work plan and budget, approve the project's first Annual Work Plan (AWP), as well as to elaborate on the financial reporting procedures and obligations.

The signature of the Project Document on 26 December 2018 coincided with beginning of a period of political unrest that ultimately led to resignation of the Government on 11 April 2019. Therefore, all normal activities at the start of the implementation were delayed. The preparation of the Inception Workshop was affected by the political situation and had to be postponed 3 times due to travel security issues for participants outside Khartoum. The IW was finally convened on 24 June 2019 with participation of total 68 representatives of relevant governmental institutions, states Councils of Environment and Natural Resources, academia, media, and NGOs.

According to common practice of GEF projects, the IW is also considered the 1<sup>st</sup> meeting of the Project Steering Committee or there are IW and the 1<sup>st</sup> PSC meetings held back-to-back. In this case, the IW agenda comprised general presentation and discussion of the project goals and objectives and a more focussed discussion on concrete elements of the project was conducted in the 1<sup>st</sup> PSC meeting that convened on 29 July 2019. While the participants of the 1<sup>st</sup> PSC meeting discussed the initial work plan for the remainder of 2019, they did not discuss

the PRF as the PSC members agreed that they need more time for review of the previously distributed PRF.

#### Annual Project Reports/Project Implementation Reviews

For GEF-funded projects, the GEF Project Implementation Reports (PIRs) constitute the primary tool in the monitoring process. The GEF PIRs are prepared regularly with annual periodicity at the end of each GEF fiscal year (1 July to 30 June).

For the CCCD Project, total 4 Annual Project Reports (APRs) were prepared throughout the duration of the project. With regard to the APRs, the TE team made the following observations:

- The 2019 APR was prepared for the period from April to December 2019 while the other 3 APRs covered the respective GEF fiscal years 2020, 2021, and 2022;
- The section Implementation Progress is sufficiently detailed in reporting of progress towards achievements of performance targets delivery of outcomes as well as the project objective levels;
- Important documents (such as Minutes of the PSC meetings, summaries of consultation meetings, and technical workshops) for each reported period are annexed to the APRs;
- No ratings and summary assessments are provided by the PM, the UNDP CO, the UNDP RTA, and the GoS Implementing Partner;
- The APRs do not contain other sections on knowledge management/reporting, stakeholder engagement, adjustments to project implementation plans and description of cross-cutting issues;

Based on the above, the TE team found the APRs not fully in line with the standard UNDP/GEF project cycle reporting format of the PIRs

#### Project Steering Committee

The Project Steering Committee (PSC) was established<sup>15</sup> at the project inception to provide strategic guidance to the project implementation as well as an oversight function in relation to achievement of the project outcomes and use of the project resources. The Committee is chaired by the HCNER Secretary General and is made up of a representative of the UNDP CO, the GoS Project Coordinator, the national Coordinators of the 3 Rio Conventions, the National Project Manager, representatives of various line ministries and agencies that deal with MEAs, research institutes/centres, as well as a representative of the University of Khartoum, and of one national environmental NGO.

Total 4 meetings of the PSC convened during the project implementation as summarised in Box 1 below.

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<sup>15</sup>Decree of the Secretary General of the HCENR of 11 July 2019

**Box 1: Dates of the PSC meetings**

| No. | Meeting date     |
|-----|------------------|
| 1   | 29 July 2019     |
| 2   | 26 December 2019 |
| 3   | 11 August 2021   |
| 4   | 17 February 2022 |

The TE team reviewed meeting minutes from the 4 meetings and made the following observations:

- Incorporation of the different GoS entities in the PSC ensured acknowledgment of the multiple areas of the central government that deal with the 3 Rio Conventions;
- The PSC meetings reviewed progress made in the previous period and approved work plan for the forthcoming period, with exception
- There was no PSC meeting in 2020 because of a combined effect of an on-going reform of government institutions and COVID-19 restrictions;

A Project Management Unit (PMU) was established as of 1 April 2019 with recruitment of the National Project Manager. The Government Project Coordinator and assistant staff were assigned from competent personnel of the HCENR.

**Terminal Evaluation (TE)**

The Project Document stipulated that the TE should be conducted at least three months prior to the project completion date.

The TE was finally commissioned by the UNDP CO in May 2022 and conducted in August – October 2022.

Based on the above, the TE team assigned ratings for the M&E plan as shown in Table 6 below.

**Table 6: TE ratings of the M&E plan**

| Monitoring & Evaluation           | TE Rating               |
|-----------------------------------|-------------------------|
| M&E design at entry               | Satisfactory (S)        |
| M&E plan at implementation        | Satisfactory (S)        |
| <b>Overall quality of M&amp;E</b> | <b>Satisfactory (S)</b> |

***UNDP and implementing partner implementation / execution***

The legal framework for implementation of the CCCD Project is the Standard Basic Assistance Agreement between the Government of Sudan and UNDP. The project was designed for the National Implementation Modality (NIM) with the Ministry of Environment, Natural Resources, and Physical Development through the Higher Council for Environment and Natural Resources as the national designated Implementing Partner executing the project on behalf of the Government of Sudan having the following main responsibilities:

- Assumes full responsibility for the effective use of UNDP resources and the delivery of outputs stipulated in the signed Project Document;

- Reports on project progress against agreed work plans in accordance with the reporting schedule and formats included in the project document; and
- Maintains documentation and evidence of the proper and prudent use of project resources in conformity to the project document and in accordance with applicable regulations and procedures.

The actual implementation modality was NIM with UNDP CO support according to valid UNDP policy<sup>16</sup>. Under this arrangement, the UNDP CO in Sudan provided implementation support for procurement of goods and services (international and local consultants, local travel). Moreover, the UNDP CO maintained the oversight and management of the overall project budget, responsibility for monitoring of the project implementation, preparation of obligatory reports to GEF, and for organising the mandatory TE.

In addition to the UNDP CO support services, the UNDP rendered services of a Regional Technical Advisor for technical oversight and backstopping of the project implementation.

Overall, the TE team concludes that both UNDP and HCENR provided good project implementation and execution. The slow start of the project implementation in the first year was due to the co-incidence of political unrest in the country and COVID-19 outbreak.

The rating for the UNDP/IP execution is given in Table 7 below.

**Table 7:** TE rating of the UNDP Implementation/Oversight & Implementing Partner Execution

| <b>UNDP Implementation/Oversight &amp; IP Execution</b>          | <b>TE Rating</b>        |
|--|-------------------------|
| Quality of Implementing Partner Execution                        | Satisfactory (S)        |
| Quality of UNDP Implementation/Oversight                         | Satisfactory (S)        |
| <b>Overall quality of Implementation/Oversight and Execution</b> | <b>Satisfactory (S)</b> |

### *Risk management and SESP*

According to the initial SESP, the project was assigned low risk rating regarding social and environmental risks. Therefore, no specific plan for management of social and environmental risks was developed. Nevertheless, gender balance in capacity development activities was thoroughly monitored throughout the project implementation, ensuring thus gender parity in project activities and advocating for participation of women in environmental management.

### Project Results

This part of the TE report contains an assessment of results as measured by broader aspects such as: relevance, effectiveness, efficiency, country ownership, gender equality and other cross-cutting issues, sustainability, catalytic role, and progress to impact.

### *Relevance*

The questions discussed under this section are to what extent is the project linked to Sudan's international commitments in the field of the three Rio Conventions, the relevant GEF

<sup>16</sup>UNDP Programme and Operations Policies and Procedures: UNDP Support Services to National Implementation (NIM), 2015

Programme, the strategic priorities of UNDP in Sudan and the UN Sustainable Development Goals.

The CCCD Project is well aligned with the needs and priorities outlined in the Sudan State of Environment and Outlook Report (2020) that comprehensively takes stock of the biophysical, social, and economic factors in the country's environment and the trends affecting it. Specifically, the CCCD Project addresses the need for effective institutional arrangements that enable development of comprehensive policies and legislation, facilitate collaboration between the national Focal Points, and ensure integrated reporting to the secretariats of the three Rio Conventions.

The project is also in line with the objectives of the GEF-6 CCCD strategy developed to facilitate the acquisition, exchange and use of knowledge, skills, good practices necessary to shape and influence national planning and budgeting processes and implementation in support of global environmental benefits. Specifically, the CCCD Project addresses all five key objectives as follows:

1. *To integrate global environmental needs into management information systems and monitoring;*
2. *To strengthen consultative and management structures and mechanisms;*
3. *To integrate MEAs provisions within national policy, legislative, and regulatory frameworks;*
4. *To pilot innovative economic and financial tools for implementation of the Rio Conventions; and*
5. *To update the NCSA*

Furthermore, the project is in line with the Sudan United Nations Development Assistance Framework (UNDAF) for 2018-2021, namely with the Focus Area 2: Environment, Climate Resilience and Disaster Risk Management, under which it contributes to the following outcome:

*Outcome 2: By 2021, people's resilience to consequences of climate change, environmental stresses and natural hazards is enhanced through strengthened institutions, policies, plans and programmes*

In relation to the UN Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development, the project contributes to the following Sustainable Development Goals (SDG):

*SDG 13: Take urgent measures to combat climate change and its impact, and*

*SDG15: Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss*

Based on the above, the relevance of the CCCD Project for the recipient country, as well as the donor and implementing agencies is rated **Relevant (R)**.



## Effectiveness

The principal questions discussed in this section are whether and how the CCCD Project outcomes as well as its objective have been achieved. In the series of tables below, the results are summarized and compared against the target indicators listed in the project's logical framework. Information presented below was sourced from the CCCD implementation reports and verified with information collected through interviews with selected key project stakeholders.

Tables 8 – 13 list the indicators and targets for the individual project outcomes, summarize the delivery status at the Terminal Evaluation and provide rating for the delivery. Each table contains a summary of the actually achieved project results in bullet points format. The tabular summary is followed by a short narrative text with additional insight and details on how and why the results have or have not been achieved. At the end, the narrative also explains the basis for rating of individual project outcomes. By this token, the text following each table summarizes some important facts related to the project results that could not be captured in the tables but were considered important for the justification of the rating of the project outcomes.

**Table 8: Deliverables for Outcome 1**

| Result   | Indicators  | EOP Targets   | Status at TE  | Rating |
|--|---|---|---|--------|
| <b>Outcome 1:</b><br>Strengthened policy and legal instruments | <b># 5:</b> Policy and legal instruments are strengthened to catalyze the use of natural resource considerations in decision-making | <ul style="list-style-type: none"> <li>• SWOT and Gap analysis of existing environmental policies and legislation, and the effectiveness of their enforcement</li> <li>• Policy and regulatory framework through improved operational interpretation, enforcement tools, and by-laws</li> </ul> | <ul style="list-style-type: none"> <li>• SWOT and Gap Analysis Report</li> <li>• Module on Environmental Governance</li> <li>• Draft Regulation on Environmental Impact Assessment</li> <li>• Draft Operational Guidance on Organizing Meetings of the HCENR Board</li> </ul> | MS     |

### Output 1.1: In-depth SWOT<sup>17</sup> and Gap analysis of existing environmental policies and legislation, and the effectiveness of their enforcement

In the period October 2020 – May 2022, the project organised several consultation meetings with the HCENR, one consultation workshop with officials of the federal line ministries, and meetings with relevant stakeholder institutions in the 18 states of Sudan. The meetings informed preparation of the SWOT and Gap Analysis (SWOTGA) Report on existing environmental policies and legislation, and on effectiveness of their enforcement.

Apart from relevant institutions in all 18 states, the SWOTGA targeted the following institutions at the federal level:

- Ministry of Agriculture and Forestry
- Agricultural Research Corporation
- Ministry of Animal Resources and Range Land
- Ministry of Irrigation and Water Resources
- Ministry of Energy and Oil

<sup>17</sup> SWOT stands for Strengths, Weaknesses, Opportunities, and Threats

- Wildlife Department

Output 1.2: Strengthened policy and regulatory framework through improved operational interpretation, enforcement tools, and by-laws

The project supported preparation of an Environmental Governance Module (EGM) comprising membership, functions, mandates, responsibilities of relevant institutions in as well as legislative base and requirements for establishing data and information system. The module was validated through a series of 4 high level consultative meetings with involvement of total 128 senior officials of relevant stakeholder institutes at the federal and state levels that were organised in June 2021. Participants of the meetings discussed various aspects of the proposed EG module and the process to introduce the required amendments in order to ensure functionality of the module. Proposals for modifications and recommendations for improvement of the module were considered for submission of the final version of the module to the HCENR.

Furthermore, the project helped with development of a draft Regulation on Environmental Impact Assessment (EIA) under the Environment Protection Act and assisted with getting the Regulation approved by the HCENR Board. Furthermore, a draft Operational Guidance was prepared in line with the 2020 amendment of the Environment Protection Act that had been adopted for unification of the Environmental Councils.

**Overall Assessment of Outcome 1:**

The main deliverables under Outcome 1 are the report from the SWOTGA and the Environmental Governance Module. The SWOTGA observed that environmental governance at both the federal and state levels is the responsibility of multiple institutions and small units that are not closely linked or integrated. Although Sudan has in place several policies and decrees governing the work on environment and natural resources consistent with the MEAs, these laws and decrees lack proper monitoring and enforcement. Moreover, secondary legislation instruments are not always in place to enable integration of the MEAs obligations into national and sectoral policymaking and planning processes.

The main weakness of the Outcome 1 design is the absence of tools for measuring how the project interventions translate into the strengthening of the policy and legal instruments. While the SWOTGA and EGM have helped to map the existing relevant institutions and their relations, the project has made only a modest contribution to improvement of the baseline policy and legal instruments.

Based on the above, the achievement of Outcome 1 is rated **Moderately Satisfactory (MS)**.

**Table 9: Deliverables for Outcome 2**

| Result   | Indicator   | EOP Targets  | Status at TE  | Rating |
|--|---|--|---|--------|
| <b>Outcome 2:</b><br>Enhanced capacities to mainstream, develop, and apply policies and legislative frameworks for the cost-effective implementation of the three Rio Conventions. | <b>#6:</b> Consultative and decision-making processes for sector mainstreaming of Rio Convention obligations are strengthened.  | <ul style="list-style-type: none"> <li>• In-depth analysis of institutional arrangements for mainstreaming and monitoring of Rio Convention implementation</li> <li>• Consultative and decision-making processes strengthened</li> </ul>   | <ul style="list-style-type: none"> <li>• Working group on effective communication, collaboration and coordination among government bodies and other sectors</li> <li>• SWOTGA of institutional arrangements</li> <li>• Negotiations towards the best consultative and decision-making processes through workshops on the EGM</li> <li>10 learning-by-doing workshops</li> </ul> | S      |
|  | <b>#7:</b> Targeted updating and streamlining of institutional mandates and enhanced monitoring and compliance arrangements   | <ul style="list-style-type: none"> <li>• Institutional mandates to facilitate and catalyse long-term action to meet global environmental obligations are updated and streamlined</li> <li>• Enhanced monitoring and compliance arrangements, e.g., environmental impact and strategic environmental assessments</li> </ul> | <ul style="list-style-type: none"> <li>• Revised mandates to meet and sustain the Rio Conventions' obligations through learning-by-doing and training workshops</li> <li>• Training on Environmental and Social Impact included in learning-by-doing workshops</li> </ul>   | S      |
|  | <b>#8:</b> Demonstration and early implementation of integrated environmental-development best practices that reflect global environmental priorities and the Post-2015 Sustainable Development Goals | <ul style="list-style-type: none"> <li>• High value sectoral development plan for pilot mainstreaming exercises selected by month 6</li> <li>• Demonstration of best practices and early implementation completed by month 42</li> <li>• Lessons learned collected and report prepared by month 42</li> </ul>              | <ul style="list-style-type: none"> <li>• A consultative workshop on demonstration of mainstreaming in the National Forestry Corporation sectoral plan</li> <li>• Preparation of Lessons learnt report in progress</li> </ul>  | MS     |

#### Output 2.1: In-depth analysis of institutional arrangements for mainstreaming and monitoring of Rio Convention implementation

The consultative meetings with the HCENR, officials of the federal line ministries, and relevant stakeholder institutions in the 18 states of Sudan conducted under Output 1.1 provided input into identification of barriers to effective internal coordination among various government bodies and external communication between the governmental and non-governmental sectors. The SWOT and Gap Report also contains analysis of institutional arrangements with particular attention to the institutional capacities of the states for mainstreaming and monitoring of the Rio Conventions' implementation.

#### Output 2.2: Strengthened consultative and decision-making processes for sector mainstreaming of Rio Convention obligations

Negotiations on best consultative and decision-making processes for strengthening inter-institutional and inter-sectoral coordination for reduction of unnecessary duplication or redundancy of resources for improved mainstreaming of Rio Convention obligations were carried out with stakeholder federal government institutions through the validation workshops of the Environmental Governance Module (Output 1.2).

Between August 2021 and May 2022, total 10 learning-by-doing workshops were conducted in different parts of the country with participation of technical staff from stakeholder federal and states government institutions. The workshops focussed on identification and reconciliation of weaknesses and gaps in key environmental policies and legal instruments and mainstreaming of the conventions' requirements in the policies and plans of the government

institutions. with the aim to improve capacities of the participants to mainstream global environmental priorities within relevant national policies. Total number of participants was 177 with about 20% female participants. The summary of the learning-by-doing workshops is in Box 2 below.

**Box 2:** List of learning-by-doing workshops

| No.                  | Date       | Venue                         | Participants' Origin            | No. of participants |           |            |
|----------------------|------------|-------------------------------|---------------------------------|---------------------|-----------|------------|
|                      |            |                               |                                 | M                   | F         | Total      |
| 1                    | 18/8/2021  | Wad Medani/ Gezira State      | Gezira and Sennar States        | 9                   | 12        | 21         |
| 2                    | 19/8/2021  | Wad Medani/ Gezira State      | White Nile and Blue Nile States | 16                  | 5         | 21         |
| 3                    | 28/9/2021  | Neyala/ South Darfur State    | South Darfur state              | 6                   | 3         | 9          |
| 4                    | 29/9/2021  | Neyala/ South Darfur State    | North and Central Darfur states | 15                  | 1         | 16         |
| 5                    | 30/9/2021  | Neyala/ South Darfur State    | West and East Darfur states     | 20                  | 0         | 20         |
| 6                    | 21/10/2021 | Eddamer/ River Nile State     | River Nile and Northern states  | 13                  | 0         | 13         |
| 7                    | 8/12/2021  | ElObeid/ North Kordufan State | North Kordufan state            | 12                  | 3         | 15         |
| 8                    | 9/12/2021  | ElObeid/ North Kordufan State | South and West Kordufan states  | 13                  | 4         | 17         |
| 9                    | 30/12/2021 | Kassala/Kassala State         | Kassala and Gadarif states      | 17                  | 2         | 19         |
| 10                   | 26/5/2022  | Port Sudan/ Red Sea state     | Red Sea state                   | 21                  | 5         | 26         |
| <b>All workshops</b> |            |                               |                                 | <b>142</b>          | <b>35</b> | <b>177</b> |

Output 2.3: Targeted updating and streamlining of institutional mandates to facilitate and catalyse long-term action to meet global environmental obligations

The consultative workshops at the level of states concluded that there is a need to establish subsidiary councils of the HCENR at the state level to serve as a link between the central government and the states. Three of the states (which ones?) have established technical committees that will eventually be transformed to the state level councils.

Output 2.4: Enhanced monitoring and compliance arrangements, e.g., environmental impact and strategic environmental assessments

Ways of strengthening the legitimacy of the recommended improved mandates and actions to meet and sustain Rio Conventions obligations was discussed during the validation workshops for the Environmental Governance module (Outcome 1). Moreover, training on best practices for monitoring and compliance on global environmental issues was provided through training workshops to government staff at the federal and states' levels. The learning-by-doing workshops also included training on Environmental and Social Impact Assessments (ESIA).

Output 2.5: Demonstration and early implementation of integrated environmental-development best practices that reflect global environmental priorities and the Post-2015 Sustainable Development Goals

The sectoral development plan of the National Forestry Corporation was selected for a pilot exercise on mainstreaming. On 19 May 2022, a consultative workshop was held with participation of 42 representatives of 22 federal stakeholder institutions (about 62% of female staff).

Preparation of a report on lessons learned from the project implementation was in progress at the time of the TE but was not available for review to the TE consultants.

**Overall Assessment of Outcome 2:**

The reports produced by the project prove that project has achieved the EOP targets for Indicators 6 and 7. The in-depth analysis of the institutional frameworks for mainstreaming and monitoring of Rio Convention implementation was completed as part of the SWOTGA (Output 1.1). Key obligations of the Rio Conventions were linked to the various organizations involved in the consultative and learning-by-doing workshops so they could identify clearly how the MEAs are relevant to their existing mandates. Staff of key stakeholder institutions were trained to apply skills and knowledge for implementation of Rio Conventions' obligations.

However, the progress towards demonstration and early implementation of integrated environment-development best practices has been limited to selection of the sectoral development plan for pilot mainstreaming and organisation of the consultative workshop. No information was available on deliverables for Indicator 8.

Based on the above, the achievement of Outcome 2 is rated **Moderately Satisfactory (MS)**.

**Table 10: Deliverables for Outcome 3**

| Result  | Indicator   | EOP Targets   | Status at TE   | Rating |
|---|---|---|--|--------|
| <b>Outcome 3:</b> Setting up and early implementation of an environmental management information system for improved monitoring and assessment of global environmental impacts and trends | <b>#9:</b> Institutional mapping and design of an optimal environmental data and information management system (EDIMS) for the global environment | <ul style="list-style-type: none"> <li>•Institutional analysis and mapping</li> <li>•Best practice technological structures for data collection, storage, and sharing designed</li> </ul>   | <ul style="list-style-type: none"> <li>•An institutional analysis and mapping focusing on appropriate organizations that will lead management of data and information necessary for mainstreaming, monitoring, and facilitating compliance with global environmental obligations was undertaken.</li> <li>•Assessment of current environmental data and information completed with federal line ministries and the 18 states of Sudan.</li> <li>•Design for best practice technologies was prepared</li> </ul> | S      |
|   | <b>#10:</b> Development of new and improved global environmental indicators for select high priority sectoral development plan                    | <ul style="list-style-type: none"> <li>•EDIMS monitoring plan is tested and finalized</li> <li>•Full set of data and other relevant indicators and information to include in the EDIMS selected and integrated into the EDIMS by month 30</li> </ul>  | <ul style="list-style-type: none"> <li>•EDIMS monitoring plan was tested in the centre and all states</li> <li>•Recommendations on financial sustainability of EDIMS</li> </ul>  | MS     |
|   | <b>#11:</b> Early implementation of the integrated environmental data and information management system through a select sectoral plan            | <ul style="list-style-type: none"> <li>•Targeted networking and updating of existing data and information management systems</li> <li>•Learning-by-doing training on improved methodologies and analytical skills for interpreting global environmental trends and formulating integrated environmental-sectoral development</li> <li>•EDIMS is updated based on testing so that it is fully functional by the end of the project and ready for post-project replication and scaling up</li> </ul>  | <ul style="list-style-type: none"> <li>•Basic GIS training workshops for 105 government staff from federal and state level</li> <li>•Advanced GIS training workshop for 14 participants from federal and Khartoum State</li> <li>•EDIMS established and functional</li> <li>•A technical committee established to set a draft policy for sharing data and information</li> </ul>   | S      |
|   | <b>#12:</b> Resource mobilization strategy  | <ul style="list-style-type: none"> <li>•Analysis of the economic instruments is drafted, peer reviewed, and completed by month 19</li> <li>•Analysis is rated as high quality by at least 10 independent expert peer reviewers.</li> <li>•Pilot exercises are developed by month 23</li> <li>•Feasibility study is drafted, peer reviewed and endorsed by stakeholders at a validation</li> <li>•The draft is peer reviewed by at least 20 national experts, and validated by month 42</li> <li>•At least 50 representatives from the main stakeholder constituencies actively consulted on the draft</li> <li>•Resource mobilization strategy is approved by Project Steering Committee and Rio Convention focal points by month 44</li> </ul> | <ul style="list-style-type: none"> <li>•Outline of the Resource Mobilisation Strategy</li> <li>•Progress towards a fully-fledged RMS planned but not implemented by the TE</li> </ul>  | MU     |

### Output 3.1: Institutional mapping and design of an optimal environmental data and information management system (EDIMS) for the global environment

The project supported conduct of a technical assessment of current environmental data and information collection methods, data formats, availability, and accessibility for key agencies with attention to harmonization metrics, relevance, validity, and quality. The assessment was completed for the line ministries and the 18 states of Sudan. However, the assessment is not conclusive on selection of the most appropriate agencies and organizations that would lead the management of data and information.

### Output 3.2: Targeted networking and updating of existing data and information management systems

A technical committee was established to set a draft policy for sharing data and information. The committee prepared a design of best practice technological structures for data collection, storage, and sharing.

### Output 3.3: Development of new and improved global environmental indicators for select high priority sectoral development plan

A monitoring plan for the Environmental Data and Information Management System (EDIMS) including the required data was tested during the consultations held with the targeted institutions and the training workshops for the technical staff at the federal and state levels. The updated EDIMS has been established and is functioning. The outline of the Resource Mobilisation Strategy produced under Output 3.6 (see below) provides a number of recommendations on sustainability of the EDIMS.

Continuous management of the established EDIMS system by HCENR and stakeholder institutions is needed, consisting of continued technical support and link to the HCENR website, as well as uploading of updated data from different HCENR partners. Furthermore, it is recommended to sustain the Environmental Indicators Committee and establish policy and protocols for data sharing through MOUs between different stakeholders at the federal and state levels. Last but not least, it is also recommended to establish a Monitoring, Reporting, and Verification (MRV) system for HCENR for needed support for proper reporting on HCENR activities for the donor and government agencies.

### Output 3.4: Learning-by-doing training on improved methodologies and analytical skills for interpreting global environmental trends and formulating integrated environmental-sectoral development

A basic training course was developed to enable common understanding on application of the Geographical Information System (GIS) with emphasis on an environmental database creation, preparation of datasets relevant to HCENR activities, as well as work with the database through different portals and platforms within the EDIMS.

The training course was organised for total of 105 participants from the federal government and state-level institutions related to natural resources, management, biodiversity, and climate change. A Whats App group was created for all trainees for future communication.

Furthermore, an advanced GIS course was held for a group from the federal/Khartoum State with the aim to build high skills of work with GIS and enhance data sharing/exchange techniques. The topics included field data collection techniques and work with the Kobo ToolBox, and GIS platforms (i-Cloud and Geonode).

The summary information on the GIS courses is provided in Box 3 below.

**Box 3:**List of the GIS training courses

| No                 | Date          | Venue                        | Participants' origin                               | No. of trainees |           |            |
|--------------------|---------------|------------------------------|--|-----------------|-----------|------------|
|                    |               |                              |  | M               | F         | Total      |
| 1                  | 20-24/6/2021  | Khartoum                     | Federal and Khartoum State                         | 3               | 12        | 15         |
| 2                  | 15-18/8/2021  | Wad Medani/ Gezira state     | Gezira, Blue Nile, White Nile and Sennar States    | 10              | 7         | 17         |
| 3                  | 26-29/9/2021  | Neyala/ South Darfur State   | South, North, Central, East and West Darfur states | 12              | 3         | 15         |
| 4                  | 17-20/10/2021 | Eddamer/ River Nile State    | River Nile and Northern States                     | 4               | 7         | 11         |
| 5                  | 5-8/12/2021   | ElObeid/North Kordufan state | North, West and South Kordufan States              | 8               | 8         | 16         |
| 6                  | 26-29/12/2021 | Kassala/Kassala State        | Kassala and Gadarif States                         | 9               | 2         | 11         |
| 7                  | 22-25/5/2022  | Portsudan/ Red Sea state     | Red Sea state                                      | 9               | 11        | 20         |
| 8                  | 4-8/8/2022    | Khartoum                     | Federal and Khartoum State                         | 3               | 11        | 14         |
| <b>All courses</b> |               |                              |  | <b>55</b>       | <b>50</b> | <b>119</b> |

In addition to the above, an introductory and advanced training course on collecting spatial data using mobile systems in environmental indicators was held on 4-8 August 2022 for 18 participants (13 female) from 10 stakeholder institutions.

On 27-28 August 2022, a 2-day training workshop on monitoring of biodiversity was held in Khartoum for 56 technical staff (23 female) of federal institutions. A similar workshop on role of biodiversity in sustaining blue economy was held on 29-30 August 2022 in Port Sudan for 26 participants (9 female) from stakeholder institutions of the Red Sea State.

A one-day training workshop on strengthening the role of media and environmental awareness departments of HCENR was held in Khartoum on 28 August 2022 for 28 participants including 14 women.

Output 3.5: Early implementation of the integrated environmental data and information management system through a select sectoral plan

The sectoral plan for National Forestry Corporation was selected for pilot testing and demonstration of mainstreaming of the Rio Conventions' obligations into national development strategies and action plans. No information was available on implementation of this output in relation to the selected sectoral plan.

Output 3.6: Resource mobilization strategy

Implementation of this output had to be postponed for political insecurity reasons and started only in July 2022. At the time of the TE, an outline of the Resource Mobilisation Strategy (RMS) document produced by the HCENR was available.



Authors of the document make general conclusions about limited availability of government funding for environmental activities due to low priority in allocation of public funds. They also observed significant reduction in international development funding when only funding from UN agencies is available after October 2020.

The draft RMS appears to be only the first step in the development of a fully-fledged RMS. The document provides a number of recommendations on financial sustainability of the EDIMS (see Output 3.3 above) and identifies future activities necessary for securing funding of environmental activities. However, it does not contain any plan for completion of all milestones required for finalisation of the RMS, namely on desk review of relevant reports and documents, establishment of an expert taskforce for drafting the RMS and on panel review for review and validation of the final RMS document.

### **Overall assessment of Outcome 3:**

Under this component, the project helped with establishment of the EDIMS as an institutional mechanism based on institutional mapping and analysis of optimal data and information management. It also provided a number of learning-by-doing trainings on improved methodologies and analytical skills for interpreting global environmental trends and formulating integrated environmental-sectoral development strategies and plans.

However, the project was less successful on the other key outputs, namely on early implementation of the EDIMS through a selected sectoral plan and on preparation of the RMS for longer-term implementation of recommendations from the updated NCSA.

Based on the above findings, the overall achievement of Outcome 3 is rated **Moderately Satisfactory (MS)**.

**Table 11:** Deliverables for Outcome 4

| Result   | Indicator  | EOP Targets   | Status at TE   | Rating |
|--|--|---|--|--------|
| <b>Outcome 4:</b> Improved environmental attitudes and values for the global environment | #13: Collectively and over the four years of project implementation, the awareness-raising workshops engage over 700 unique stakeholders | <ul style="list-style-type: none"> <li>•Project Launch and Results Conference held by months 3 and 44</li> <li>•One-day Kick-Off Conference is held within three (3) months of project initiation, over 100 participants attend</li> <li>•One-day Project Results Conference is held by month 44, over 100 participants attend</li> <li>•Two broad-based surveys are carried out by month 7 and by month 44(N&gt;250 for each survey)</li> <li>•Baseline awareness report is prepared by month 7</li> <li>•Project end awareness report is prepared by month 44</li> <li>•Design of public awareness campaign is completed by month 8</li> <li>•National and sub-national awareness-raising workshops held</li> <li>•Three (3) public policy dialogues are held with at least 30 local representatives, the first by month 13, the last by month 37</li> <li>•At least five (5) media awareness workshops are held, each with at least 20 participating media representatives</li> <li>•At least three (3) private sector sensitization panel discussions are held</li> </ul> | <ul style="list-style-type: none"> <li>•A public awareness and communication campaign plan developed and validated</li> <li>•7 workshops on Rio Convention for total 159 media professionals, including 72 (45%) females</li> <li>•Two broad-based survey questionnaires distributed to 160 persons and responses analysed</li> <li>•Five environmental awareness forums for total 155 HCENR staff, including 106 females (68.4%)</li> <li>•A seminar and 3 environmental awareness workshops for 216 staff of universities and research centres, including 118 females (55%)</li> <li>•Environmental awareness events for 1,665 general education students in 3 schools with 96% female students</li> <li>•2 environmental awareness seminars for total 213 university students, including 133 females (62.4%)</li> <li>•8 awareness workshops for 240 journalists and media professionals, including 115 females (47.9%)</li> <li>•2 private sector sensitization panels for 50 participants, including 25 females (50% )</li> </ul> | S      |
|  | #15: Awareness is improved through brochures articles, public service announcement(s), and education modules                             | <ul style="list-style-type: none"> <li>•Education module is prepared and approved by month 14</li> <li>•At least three (3) high schools have implemented the education module by month 39</li> <li>•One PSA completed for television or radio by month 12, with the first airing by month 15.</li> <li>•At least 50 airings of the PSA on television or at least 100 airings of the PSA on radio, by month 34.</li> <li>•At least 12 articles on the relevancy of the Rio Conventions to Sudan's national socio-economic development published at least every two months with the first by month 6</li> <li>•Each article is published as a brochure, at least 100 copies each and distributed to at least two high value special events for greatest impact</li> </ul>   | <ul style="list-style-type: none"> <li>•Educational curricula for primary and secondary schools analysed and the final report submitted to the HCENR</li> <li>•Two articles published, each in two national newspapers</li> <li>•Brochures on Biodiversity, main environmental events, desertification and climate change were widely distributed in all awareness and consultative workshops.</li> <li>•World Environment Day celebration set, validated and executed by various stakeholders</li> <li>•Radio and TV interviews held in the National Radio and TV and TV channels of Gezira, River Nile, Northern, Sennar, Kassala and South Darfur states</li> <li>•Sudan News Agency (SUNA) interviews in the above-mentioned states</li> <li>•Competition for high school students and the Blue Nile State prepared (postponed due to security concerns)</li> </ul>  | MS     |
|  | #16: Improved Internet visibility of the value of protecting the global environment to socio-  | <ul style="list-style-type: none"> <li>• Website is regularly updated, at least once a month with new information, articles, and relevant links on Rio Convention mainstreaming.</li> <li>• Number of unique visits to the Rio Convention mainstreaming webpages increased by at least 10% between</li> </ul>   | <ul style="list-style-type: none"> <li>•A website for HCENR designed with the link: hcenr.gov.sd</li> <li>•A facebook page created for the HCNER</li> <li>•Consultative meetings on improvement of web pages held with the River Nile State Council for Environment, the Khartoum State Council for</li> </ul>   | S      |

|  |                                 |  |   |  |
|--|---------------------------------|--|---|--|
|  | economic development priorities | <p>the launch of the website and the time of the terminal evaluation</p> <ul style="list-style-type: none"> <li>• Convene working group meetings among key agencies that have websites relevant to environmental governance and negotiate opportunities to improve the design and content of their respective webpages.</li> <li>• Create a Facebook page on environmental information and Rio Convention mainstreaming</li> </ul> | <p>Environment, Rangelands Department of the Ministry of Animal Resources and technical support provided</p> <ul style="list-style-type: none"> <li>• 7 training workshops on web site and social media pages management held for total 76 media and IT staff in stakeholder institutions in 15 states, including 38 females (50%)</li> </ul> |  |
|--|---------------------------------|--|---|--|

#### Output 4.1: Stakeholder dialogues on the socio-economic value of the Rio Conventions

The project Inception Workshop on 24 June 2019 was the start of a series of stakeholder dialogues organised to enable various stakeholder groups to understand how addressing the global environmental obligations under the Rio Convention contributes to tackling of national socio-economic development priorities.

A public awareness and communication campaign plan was developed by a national media consultant and validated by the HCENR. The plan was based on a broad-based survey questionnaire and included a variety of activities for implementation of the plan.

In September – October 2020, the project convened total 5 environmental awareness fora for total 155 HCENR staff (106 female) on the following topics:

- Current Environmental Situation and Challenges in The River Nile State on 2/9/2020;
- Climate Change Plans and Programmes on 16/9/2020;
- Highlights on Miscellaneous Amendments Law (Unification of Environmental Councils 2020) on 30/9/2020;
- Biodiversity on 14/10/2020; and
- Environmental Biosafety 28/10/2020.

The purpose of the fora was to gain knowledge on the major environmental issues and strengthen links between staff of different HCENR departments.

Two awareness workshops on Sudan commitments to the Rio Conventions were organised for the following target audiences:

- 95 (56 females) researchers from various 9 institutes of the National Research Centre (NRC) on 15/9/2021;
- 32 (15 females) university staff and researchers from 16 universities and research institutes on 14/6/2022.

The outcome of the first workshop was a MoU signed between the HCENR and NCR which will include establishing a joint task force to look deeply into the gaps and opportunities in research topics needed by HCENR projects and can be carried out by researchers of NCR.

Other awareness raising events were organised on specific topics:

- Conference on the hazards of using mercury in artisanal mining for 119 representatives (32 female) of relevant stakeholder institutions on 8/9/202;
- Awareness raising workshop in the River Nile State for 105 state and local decision makers, as well as representatives of local farmers' and miners' communities,
- Series of 3 one-day workshops on the environmental and health effects of private mining in Kareema, Marawi and Tangasi localities of the Northern State for total 111 representatives (20 females) of various stakeholders in the 3 localities on 3-5/10/2022,
- A Pastoralists Community Protocol workshop under the Nagoya Protocol in Kassala for 32 (2 females) government officials, local community leaders and personnel, pastoralists, and farmers in Kassala on 16/10/2022;

With relation to the education sector, two environmental awareness seminars were held for total 159 university students (119 female). The first seminar for 105 students of the Ahfad University for Women in Omdurman, Khartoum State focused on the causes and links between desertification and climate change, as well as on the efforts to combat desertification. The second seminar held for 54 students (14 females) of the University of Bahri, Khartoum, presented links between environment and rural development, the role of women, and effects of climate change on rural communities.

Environmental awareness activities targeting general education students were organised in 3 schools as follows:

- Lectures and practical sessions for 70 students (45 females) Abdoon Hamad Primary School for boys and girls, Khartoum on 30/5/2020;
- Series of various activities for 1,061(1,020 females) students, teachers, friends, and family members at the Omdurman High Secondary School for Girls, Khartoum State on 22-31/5/2022; and
- Lectures and practical sessions for 500 female students at the West Soba High Secondary School for Girls on 5/6/2022.

Each of the above events was conducted in collaboration with a local environmental NGO.

The role of education in addressing climate change was addressed in another workshop in Khartoum on 8 September 2022 for 44 participants (20 female) representing school teachers, academia, media professionals, and NGOs.

Environmental awareness events targeting general public included launching of the HCENR website in March 2021. The official website unveiling included presentation of the main contents of the site and its databases. The ceremony was covered by the national TV and radio channels that broadcasted interviews with the Secretary General of HCENR and the CCCD PM.

Celebration of the World Biodiversity Day on 25 May 2022 was part of the awareness workshop in Port Sudan with media professionals and journalists from the Red Sea, Gadarif, and Kassala State.

On 26 June 2022, the HCENR organized a celebration of the World Environment Day with attendance by 73 HCENR staff (42 females) in addition to representatives of various ministries and stakeholder organisations. The event was widely covered by several prime national print and digital media.

In June 2022, two sensitization panels for private sector were organised for 50 participants (female participants were 2), namely a sensitization panel for 20 senior representatives of different departments of the Haggard Group<sup>18</sup> on the role of the private sector in environmental work and investment opportunities in the green economy, as well as another panel for 30 participants from various private sector institutions, academia, stakeholder ministries, financing institutions and media on 21 June 2022.

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<sup>18</sup> A national private sector firm working in multiple business sectors (agriculture, energy, industry, trade, communication)

A capacity building workshop for 20 accountants from HCENR on financial aspects of GCF and GEF-financed projects and the UNDP financial system.

A series of 7 awareness workshops was organised for journalists and professionals from various newspapers and media as summarised in Box 4 below.

**Box 4:**List of awareness workshops for media professionals

| No                   | Date      | Venue                                    | Participants  | No. of trainees |            |            |
|----------------------|-----------|--|---|-----------------|------------|------------|
|                      |           |  |   | M               | F          | Total      |
| 1                    | 8/10/2019 | Khartoum                                 | Government and private media  | 13              | 24         | 37         |
| 2                    | 19/1/2021 | Omdurman, Khartoum State                 | Public Authority for Radio and TV   | 13              | 17         | 30         |
| 3                    | 25/1/2021 | Khartoum (Teeba Press)                   | Local newspapers and news agencies  | 10              | 6          | 16         |
| 4                    | 22/3/2021 | Nyala, South Darfur State                | Media professionals from 5 states of the Darfur region  | 11              | 5          | 16         |
| 5                    | 27/5/2021 | Khartoum (Al Faisal centre)              | Sudaneya TV Channel   | 10              | 6          | 16         |
| 6                    | 1/6/2021  | Wad Medani, Gezira State                 | Media professionals from the Gezira, White Nile, Blue Nile and Sennar States                          | 13              | 10         | 23         |
| 7                    | 22/5/2022 | Port Sudan/ Red Sea State                | Media professionals from the Red Sea, Gadarif, and Kassala States                                     | 17              | 4          | 21         |
| 8                    | 28/8/2022 | Khartoum (Ministry of Media and Culture) | Media professionals, social media activists, staff from media departments in stakeholder institutions | 38              | 43         | 81         |
| <b>All workshops</b> |           |  |   | <b>125</b>      | <b>115</b> | <b>240</b> |

Output 4.2: Brochures and articles on the Rio Conventions

The project supported preparation of two articles on the respective topics of biodiversity and ABS law in Sudan and on conservation of Sudan marine environment that were published in two national newspapers. Brochures on biodiversity, main environmental events, desertification, and climate change were widely distributed in all awareness and consultative workshops.

Output 4.3: Public service announcement on globally sensitive and environmentally friendly behaviour

Interviews by the Sudan News Agency (SUNA) on relevant topics were broadcasted in the National radio and TV as well as radio and TV channels of the Gezira, Northern, River Nile, Sennar, Kassala and South Darfur states. Furthermore, national TV programmes were held with environmental experts on biodiversity, desertification, biosafety, environmental pollution climate change and a TV programme in the Kassala State TV on environmental governance in Sudan.

Output 4.4: Improved educational curricula and youth civic engagement

The project supported elaboration of report on analysis of educational curricula for the primary and secondary schools that was submitted to the HCENR. The study compiled a list of the environmental values for inclusion in the books of general education stages and for planning and development of national education curricula. It emphasises the importance of in-service training for teachers of environmental education subjects and opens areas of research on development of environmental values in different educational levels.

The project also prepared a competition for high school students in the Blue Nile State, but it had to be postponed due to political insecurity situation.

**Output 4.5: Improved Internet visibility of the value of protecting the global environment to socio-economic development priorities**

The project supported design of the HCENR website (<https://hcnr.gov.sd>) and a Facebook page. As of June 2022, the website recorded almost 13,000 and the Facebook page more than 2,000 visitors. The website contains links to various downloadable documents and is frequently updated. The project also facilitated consultative meetings with the State Councils for Environment in the River Nile and Khartoum States, and with the Rangelands Department of the Ministry of Animal Resources. The purpose of the meetings was to provide relevant technical support for improvement of the organisations' respective websites.

Between August 2021 and May 2022, the project organised 6 training workshops on website and social media pages management for total 76 media and IT staff in the stakeholder institutions in 15 states and in 9 federal institutions. The training course was designed to enable the participants to gain knowledge and experience in establishing and management of websites and social media pages as a tool for storing and disseminating information and interacting with other institutions nationally and globally. The summary of the training workshops is provided in Box 5 below.

**Box 5: Summary of training workshops on website and social media pages management**

| No.                  | Date       | Venue                     | Participants                                       | No. of participants |           |           |
|----------------------|------------|---------------------------|--|---------------------|-----------|-----------|
|                      |            |                           |  | M                   | F         | Total     |
| 1                    | 19/8/2021  | Wad Medani/ Gezira state  | Gezira, White Nile, Sennar and Blue Nile states    | 4                   | 6         | 10        |
| 2                    | 30/9/2021  | Neyala/South Darfur State | South, North, Central, East and West Darfur states | 8                   | 4         | 12        |
| 3                    | 21/10/2021 | Eddamer/ River Nile State | River Nile and Northern states                     | 7                   | 5         | 12        |
| 4                    | 31/12/2021 | Kassala/Kassala State     | Kassala and Gadarif states                         | 6                   | 6         | 12        |
| 5                    | 17/5/2022  | Khartoum                  | 9 stakeholder federal institutions                 | 6                   | 11        | 17        |
| 6                    | 26/5/2022  | Port Sudan/ Red Sea state | Red Sea state                                      | 7                   | 6         | 13        |
| 7                    | 29/8/2022  | Khartoum                  |  | 7                   | 9         | 16        |
| <b>All workshops</b> |            |                           |  |                     | <b>47</b> | <b>92</b> |

**Overall assessment of Outcome 4:** The project organised a considerable number and variety of awareness-raising events targeted primarily at officials from the governmental stakeholder institutions both at the federal and state levels. By this token, the project has facilitated a transformative value of the Rio Conventions' obligations.

Besides the public officials, the project also strengthened awareness and understanding of journalists and media professionals of the national responsibilities associated with the Rio Conventions and their importance for the global environment. Furthermore, the project addressed improvements in environmental education through development of educational and didactic instructions in primary and secondary schools and helped to raise awareness among school children of environmental issues very early on. All these activities represent relatively high value, low-cost and long-term investment in promoting new attitudes and valuation towards the global environment.

Implementation of this project component was important for ensuring institutional sustainability of the project outputs by raising an overall understanding and valuation of the contribution of mainstreaming of the global environmental obligations to addressing important and immediate national socio-economic development priorities.

Based on the above findings, implementation of Outcome 4 is rated **Satisfactory (S)**.

**Table 12:** Deliverables for Outcome 5

| Result  | Indicators   | EOP Targets  | Status at TE  | Rating |
|---|--|--|---|--------|
| <b>Outcome 5:</b><br>Updated National Capacity Self-Assessment (NCSA) | <b># 17:</b> The NCSA is updated to reflect changes and new priorities to meet and sustain global environmental obligations, including other international development goals such as the post 2015-Sustainable Development goals | <ul style="list-style-type: none"> <li>Updated focal area assessments of capacity challenges to meet and sustain Rio Convention obligations</li> <li>Cross-cutting analysis of systemic, institutional, and individual capacity development needs and priorities</li> <li>Updated NCSA Final Report that includes a Capacity Development Strategy and Action Plan</li> </ul> | <ul style="list-style-type: none"> <li>Inception Workshop for NCSA update</li> <li>Detailed methodology to conduct the NCSA update for MEAs developed and validated</li> <li>8 consultative workshops for the NCSA update</li> <li>A roundtable meeting on the NCSA Action Plan</li> <li>Draft final NCSA report</li> </ul> | MS     |

#### Output 5.1: Updated focal area assessments of capacity challenges to meet and sustain Rio Convention obligations

A national consultant appointed by the project prepared a methodology for the NCSA update consisting of desk work and analysis of available reports and other documents, as well as surveys and consultation workshops with environmental stakeholders at federal and state levels. The methodology was validated at the inception workshop in Khartoum on 13 May 2022 with participation of

Total eight NCSA consultation meetings were organised with attendance of total 123 representatives from national and state ministries, academic institutions, national experts in the three thematic areas, and representatives from NGOs. Summary of the consultation meetings is presented in Box 6 below.

#### **Box 6:** Summary of NCSA consultation meetings

| No.                 | Date        | Venue      | Participants                                 | Number of participants |           |            |
|---------------------|-------------|------------|--|------------------------|-----------|------------|
|                     |             |            |  | M                      | F         | Total      |
| 1                   | 26/5/2022   | Port Sudan | Red Sea States                               | 15                     | 4         | 19         |
| 2                   | 23/6/ 2022  | Dongola    | River Nile + Northern State                  | 12                     | 8         | 20         |
| 3                   | 25/8/ 2022  | Khartoum   | Institutions at federal level                | 17                     | 15        | 32         |
| 4                   | 8/9/ 2022   | Madani     | Gazira + Gadaref+ Blue Nile + Sinnar         | 13                     | 6         | 19         |
| 5                   | 15/9/ 2022  | El Obeid   | North + South + West Kordofan                | 24                     | 12        | 36         |
| 6                   | 1/10/ 2022  | Nyala      | North + South + Central + West + East Darfur | 27                     | 5         | 32         |
| 7                   | 6/10/ 2022  | Khartoum   | Experts + Academics + NGOs                   | 9                      | 9         | 18         |
| 8                   | 16/10/ 2022 | Khartoum   | Donors & international organizations         | 6                      | 3         | 9          |
| <b>All meetings</b> |             |            |  | <b>123</b>             | <b>62</b> | <b>185</b> |



### Output 5.2: Cross-cutting analysis of systemic, institutional, and individual capacity development needs and priorities

This output was in essence implemented by the study for development of the Environmental Governance Module under Outcome 1.

A survey questionnaire was prepared as part of the methodology for gathering inputs on national/state priorities and constraints at the individual, institutional, and systemic level and assessing the level of understanding of the Rio Conventions' obligations and their mainstreaming into relevant national and state policies and plans. Results of the surveys from the consultative meetings are summarised in Box 7 below.

#### **Box 7: Summary of results from capacity surveys**

| No. | Capacity Indicator  | Level |          | Overall | Rating |
|-----|---|-------|----------|---------|--------|
|     |   | State | National |         |        |
| 1   | Level of awareness with Rio conventions                     | 2.6   | 3.5      | 2.8     | Good   |
| 2   | Level of coordination with HCENR                            | 2.6   | 3.6      | 2.8     | Good   |
| 3   | Extent of mainstreaming of policies & legislations          | 2.5   | 2.9      | 2.6     | Good   |
| 4   | Status of the institutional reforms                         | 2.3   | 2.6      | 2.4     | Fair   |
| 5   | Status of the national/state institutional coordination     | 2.6   | 3.0      | 2.7     | Good   |
| 6   | Status of data collection, management & sharing             | 2.5   | 2.6      | 2.5     | Good   |
| 7   | Level of mainstreaming of environmental issues in education | 2.8   | 2.9      | 2.8     | Good   |
| 8   | Status of the personnel & staff on technical skills         | 3.1   | 3.0      | 3.1     | Good   |
| 9   | Status of the infrastructure & work environment             | 1.9   | 2.5      | 2.1     | Poor   |
| 10  | Overall adoption for the Rio conventions                    | 2.5   | 2.5      | 2.5     | Good   |

### Output 5.3: Updated National Capacity Self-Assessment

On 16 October 2022, the Project National Manager together with the NCSA team of national consultants organised a roundtable meeting on NCSA Action Plan with the aim to present the key findings from the 2008 NCSA report and findings from the current NCSA consultations, and to discuss persisting capacity gaps and cross-cutting themes, as well as to propose an NCSA action plan.

Despite invitations had been sent to total 12 organisations, only three were represented at the meeting with 7 participants mainly from national institutions relevant for the three Rio Conventions.

**Overall assessment of Outcome 5:** Under this component, the project assisted with updating of focal area assessments and identification of capacity challenges for meeting and sustaining Rio Convention obligations. It also provided a cross-cutting analysis of systemic, institutional, and individual capacity development needs and priorities. However, the main deliverable of this component, namely the updated NCSA Final Report with a capacity development strategy and action plan was not fully achieved by the TE.

Based on the above findings, implementation of Outcome 5 is rated **Moderately Unsatisfactory (MU)**.

### *Efficiency*

The main issues examined in relation to efficiency were the length of the project implementation period and to what extent the results have been achieved with the least costly GEF and other resources possible.

The CCCD Project was approved for implementation by the GEF CEO on 22 April 2018 for a period of 48 months. The signature of the Project Document by the Ministry of Finance and Economic Planning on 26 December 2018 officially marked the start of the project implementation. The planned completion date is thus 26 December 2022.

The recruitment of the Project Manager was slowed down by the political unrest that started in December 2018, so the PM was recruited as of 1 April 2019. The Government Project Coordinator and administrative/assistant staff were assigned from competent personnel of the HCENR. Following competitive recruitment procedure and approval by a selection panel established by the HCENR, National Consultants (NC) for Components 1, 2 and 3 were recruited in October 2019. Recruitment of the NC for Component 4 had to be split into three separate assignments as it was not possible to find national expertise for the broad thematic scope of the component. Advertisement for the 3 NCs for Component 4 had to be repeated due to lack of suitable applications.

In parallel with recruitment of the NCs, the project also recruited an international consultant (IC) to assist in adaptive project management through revision of the project activities, work plan and budget. Following the mission of the IC to Sudan at the end of October 2019, all activities were transferred to the following year 2020. The revised work plan and budget were submitted to the UNDP CO and later endorsed by the 2<sup>nd</sup> PSC meeting in December 2019.

The negative effect of complicated political and administrative situation in the country on project implementation continued in 2020. It was further aggravated by a surge in COVID-19 infections in April 2021 as a complete lockdown was imposed by the authorities from the end of April until beginning of July 2020 and resulted in repeated postponement of many of the planned activities.

The TE team observed that about 1.5 year of implementation was lost due to the combined effect of unstable political situation and COVID-19 pandemic. These external factors were beyond the control of the project team that made considerable effort to accelerate the implementation in the 2<sup>nd</sup> half of 2021 and in 2022.

The TE team found the resource allocation to the individual CCCD components reasonable and balanced. The evaluators did not find any serious inefficiencies in the use of the allocated funds and therefore consider the use of the project funds cost-effective.

The analysis of project expenditures under 'Finance and co-finance' showed that the project has used only about 50% of the GEF grant but has not delivered all planned results by the time of the TE. Similarly, the actual project management cost reached only 45.8% of the budgeted amount. This was due to the in-kind co-financing by the HCENR of the project management cost. Also, the project engaged national consultants that also helped to keep the cost of the substantive project components low and under control.

Based on the above findings, the efficiency in terms of the project timeline and use of resources is rated **Satisfactory (S)**.

#### *Overall project outcome*

The status of delivery for the overall project outcome is summarised in Table 13 below.

**Table 13: Status of the overall project outcome**

| <b>Project Objective:</b> To strengthen targeted national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities  |   |   |               |
|---|---|---|---------------|
| <b>Indicators</b>   | <b>End of Project Targets</b>   | <b>Status at TE</b>   | <b>Rating</b> |
| <u>Mandatory Indicator 1:</u> Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production | <ul style="list-style-type: none"> <li>•Government staff have learned, applied, and tested best practice tools to integrate natural resource valuation into national decision-making processes for improved implementation of Rio Conventions</li> <li>•Future planning and development will account for the true value of environmental goods and services</li> <li>•Increased capacity within relevant stakeholder groups to address Rio Convention obligations</li> <li>•Gender equality targets per UNDP 2018-2021 Strategic Plan are met</li> </ul>          | <ul style="list-style-type: none"> <li>• Consultative workshops attended by 233government staff out of which 95(41%) were female</li> <li>• Training workshops organised for total 587participants out of which 256 (43.6%) were female</li> <li>• No information available on assessment of the increased capacity of the stakeholder groups</li> <li>• No information about achievement of gender equality targets of the UNDP Gender Equality Strategy</li> </ul>  | MS            |
| <u>Mandatory Indicator 2:</u> Gender-responsive legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation.  | <ul style="list-style-type: none"> <li>•At least one by-law or legal instrument has been developed or strengthened</li> <li>•At least one sectoral plan effectively integrated with criteria and indicators that reinforce Rio Convention obligations achievements.</li> <li>•At least 75% of government technical staffs have actively engaged in the technical trainings on innovative approaches to implement Rio Convention obligations</li> </ul>  | <ul style="list-style-type: none"> <li>• National law on Access to Genetic Resources and Benefit Sharing of the year 2021 by the Council of Ministers</li> <li>• Draft Regulation on Environmental Impact Assessment of the year 2021 developed and submitted for approval</li> <li>• Operational Guide on Organizing Meetings of the HCENR Board under the New 2020 Environmental Law issued</li> <li>• National Forestry Corporation sectoral plan selected for demonstration of mainstreaming</li> <li>• No information on involvement of GoS technical staff</li> </ul> | S             |
| <u>Mandatory Indicator 3:</u> Number of additional people benefitting from enhanced absorptive capacities and strengthened livelihoods through solutions for management of natural resources, ecosystems services, chemicals and waste  | <ul style="list-style-type: none"> <li>•At least 500 stakeholder representatives have benefitted by month 44 (or by the completion of the terminal evaluation)</li> <li>•The project will seek to identify new (at least one) partnerships for the sustainable financing of natural resource management at the national and sub-national levels with the project identifying new and additional people (at least 30) and communities (at least three) benefitting from new relevant livelihoods in the related areas of natural resource management.</li> </ul>   | <ul style="list-style-type: none"> <li>• Total 446 government staff at federal and state level engaged (out of which 169 (38%) were female</li> <li>• No information on financing of natural resources management and livelihood projects</li> </ul>  | MS            |
| <u>Indicator 4:</u><br>Targeted national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities are strengthened  | <ul style="list-style-type: none"> <li>•Strengthened policy and legal instruments</li> <li>•Enhanced capacities to mainstream, develop, and apply policies and legislative frameworks for the cost-effective implementation of the three Rio Conventions</li> <li>•Early implementation of an environmental management information system for improved monitoring and assessment of global environmental impacts and trends</li> <li>•Environmental attitudes and values for the global environment are improved</li> <li>•NCSA is updated by month 42</li> </ul> | <ul style="list-style-type: none"> <li>• As above under Indicator 2</li> <li>•The relevant national institutions at federal and state levels targeted for policy and legal analysis were identified and a list of targeted institutions and their role in environmental governance was prepared.</li> <li>• EDIMS upgraded and functional</li> <li>• NCSA update process ongoing (consultative meetings at the state level) not completed</li> </ul>  | MU            |

Overall, the CCCD project assisted Sudan in identification of commonalities through assessment of the relevant government agencies' mandates and fostered better understanding of their respective functions for avoiding duplications and separation of responsibilities. It also conducted awareness raising through training and learning-by-doing workshops and communication via printed and digital media, as well as facilitated better sharing of environmental information through development of an upgraded EDIMS.

The TE team concluded that the project was successful in actively engaging with a considerable number of the government technical staff at the central and state levels for collection of required data and information needed for analysis of the existing institutional arrangements, environmental policies, and legislative instruments. It enabled the direct beneficiaries to better understand weaknesses and gaps in environmental policies and legal instruments as well as best practices and tools for mainstreaming the Rio Conventions' provisions into relevant national policies and plans. The question remains if and eventually to what extent the project beneficiaries are and will be able to use the acquired knowledge in implementation of the existing and development of new national policies and plans.

Through extensive outreach to media professionals, academia, private sector, and NGOs, the project successfully raised awareness of these stakeholder groups that is crucial for public support for mainstreaming of the Rio Conventions' obligations into the existing new policies and development plans.

The TE observed that the end-of-project (EOP) targets related to number of capacitated government staff and number of new legislative tools have been more or less achieved by the time of the TE. However, several targets related to impact of the project activities on the capacities for development and mainstreaming for more effective implementation of the Rio Conventions had been formulated vaguely without specific quantitative or qualitative aspects and no information was collected during the project implementation that would allow for assessment of their achievement. The same stands for the target on achievement of gender equality targets according to the UNDP Gender Equality Strategy and such target is overambitious for Sudan.

Based on the above, the overall achievement of the Project Objective is rated **Moderately Satisfactory (MS)**.

#### *Overall project outcome*

The overall project outcome rating is based on the ratings for relevance, effectiveness and efficiency, of which relevance and effectiveness are critical. The ratings are summarized in Table 14 below.

**Table 14:** TE ratings for the overall project outcome

| Assessment of outcomes         | TE rating                    |
|--------------------------------|------------------------------|
| Relevance                      | Relevant (R)                 |
| Effectiveness                  | Moderately Satisfactory (MS) |
| Efficiency                     | Satisfactory (S)             |
| Overall project outcome rating | Moderately Satisfactory (MS) |

### *Country ownership*

In order to examine the country ownership, GEF evaluations are required to find evidence that the project fits within stated sector development priorities, and also that outputs, such as new environmental laws, have been developed with involvement from the governmental officials and have been adopted into national strategies, policies and legal codes.

As already discussed under various subsections, the project was designed upon extensive consultations with an array of public stakeholders, including extensive inputs from the key agencies of the Government. A high level of country ownership of the project was one of the key assumptions made during the project design phase. The extensive stakeholder consultations at the project design phase resulted in high ownership by the various GoS stakeholders.

Another factor contributing to country ownership is the fact that the project design is aligned with the Government of Sudan's intentions to strengthen a targeted set of national capacities for delivery of global environmental outcomes within the respective frameworks of the Rio Conventions. The high level of country ownership is evident from the minutes of the PSC meetings, active involvement of the government officials at both the national and state levels as well as national experts through which they demonstrated a firm commitment and sense of ownership to achieve the project objectives.

Awareness activities targeting key stakeholders from the national and state governments, academia, media and civil society and the private sector the public service announcements on radio and television have popularized the project objective for generation of support from the general public for implementation of the Rio Conventions. The importance of increased focus on meeting national and global environmental obligations were also emphasized in by all stakeholder interviews conducted during the data collection phase of the TE.

It can be therefore concluded that the strong project ownership by all key stakeholders is not only a result of strong alignment of the CCCD Project to national priorities, but also of the proactive participation of the stakeholders in the project implementation and targeted awareness activities.

### *Gender equality and women's empowerment*

The focus of this section is to discuss to what extent was the project mainstreaming UNDP and GEF corporate cross-cutting priorities of women's empowerment, i.e. whether gender issues had been taken into account in project design and implementation and in what way has the project contributed to greater consideration of gender aspects.

As mentioned in Section D.2 of the Project Document, Sudan has a policy that reserves one quarter of the positions in the national parliament for women. On the other hand, Sudan remains one of the very few countries that are not a signatory of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) that sets basic standards that must be implemented to promote gender equality. Consequently, a number of important gender disparities remain in the education, health care sectors, as well as in economic development and impact of environmental degradation.

The project was assigned a gender marker 1 which means a limited contribution to gender equality and women's empowerment<sup>19</sup> through collection/analysis of sex-disaggregated data. Consequently, there are no gender-related results defined at the outcome level in the PRF and only one gender-related target (1d for the Project Objective). Although the Project Document envisages development of a gender action plan (GAP) and tracking of UNDP gender markers, the GAP was not prepared and data on participation of women in various stakeholder consultations, training workshops and awareness raising activities were collected just *per se* without further analysis of the collected data. The TE did not find any intention for integration of the gender aspect in developing policies and plans in the initiatives supported by the project either.

On 31 August-1 September 2022, a training workshop was held in Port Sudan on impact of climate change on women with 28 female representatives from stakeholder institutions of the Red Sea State. On 12-18 September 2022, the project organized a series of 4 one-day workshops in Khartoum on roles of women in dealing with natural disasters resulting from climate change for total 113 participants (including 97 women). On 11-12 October, a 2-day workshop in North Kordofan state was held on gender in relation to action for climate empowerment for 25 participants (including 19 women).

The evaluators concluded both males and females were involved to the extent possible in the project activities. Nevertheless, there is a room for improvement towards a more thorough tracking of other gender indicators in the monitoring and reporting frameworks of future projects.

### *Cross-cutting issues*

At the time of the CCCD Project preparation, cross-cutting issues other than gender equality, such as human rights, poverty alleviation, governance, inclusive societies etc., were not central to the formulation of GEF CCCD projects. Therefore, these cross-cutting issues were not incorporated into the design and implementation of the current project. However, the project design addresses indirectly some cross-cutting dimensions in terms of improvement of environmental governance as enhancing national development strategies and action plans through mainstreaming of the Rio Conventions' obligations will ultimately have impact on human rights, poverty, and marginal communities.

### *Social and environmental standards*

At the design phase, the project was subject to the standard Social and Environmental Screening Procedure (SESP) in line with the UNDP Social and Environmental Standards. Annex E of the Project Document contains summary of the SESP with the conclusion that no social and environmental risks were identified and therefore the project is marked as a low-risk project. Consequently, no management plans to mitigate social and environmental risks were required to be developed during the project implementation.

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<sup>19</sup> Coding Definitions for Gender Equality Markers: Guidance Note, UN CEB, 2018

### *GEF additionality*

The traditional concept of additionality in the GEF projects is based on the incremental cost approach to ensure that GEF funds do not substitute for existing development finance but provide additional resources to produce global environmental benefits. This concept presents the additionality as a narrow focus on specific environmental benefits from the GEF funding but does not recognize other objectives that support the achievement of the global environmental benefits over a longer term.

The special environmental benefits from this project are examined under the assessment of the Project Objective and the environmental sustainability. In line with recent developments of evaluation methodology of GEF projects, the GEF additionality is examined in terms of changes in the attainment of direct project outcomes at project completion that can be attributed to GEF's interventions<sup>20</sup>.

The project provided a legal/regulatory additionality through its support for development and update of the legal and regulatory frameworks. The Law on Access to Genetic Resources and Benefit Sharing of the year 2021 was approved by the Council of Ministers and the Draft Regulation on Environmental Impact Assessment of the year 2021 was developed and submitted for approval. Furthermore, the Operational Guide on Organizing Meetings of the HCENR Board under the New 2020 Environmental Law was prepared and issued.

Development of the resource mobilization strategy was considered as a financial and innovation additionality of the project. Together with the improved legislative/ regulatory frameworks and strengthened institutions, the financial support for the demonstration of the wind technology could become a basis and incentive for leveraging future private financing for large scale generation of wind energy in the country.

As the mainstreaming of the Rio Conventions into relevant policies and development plans was not yet realized, the project did not provide any socio-economic additionality in terms of living standard improvements among affected population groups.

### *Catalytic/Replication effect*

The main catalytic effect of the CCCD Project is based on enhanced capacities of a variety of stakeholders for future mainstreaming of the Rio Conventions' provisions into relevant policies and development plans. The SWOT analysis developed under Component 1 contains detailed analysis of strengths and weaknesses in each of the 18 states of Sudan.

In order to enhance opportunities for replication and scaling-up, the project also envisaged preparation of a roadmap for the Rio Conventions' mainstreaming (Output 3.6) that was expected to develop mainstreaming actions driven by the specific needs of individual states. Under the same output, formulation of a resource mobilisation strategy was also planned with the aim to assess the financial requirements for long-term monitoring of compliance with the Rio Conventions' commitments. As neither the roadmap nor the strategy was prepared, the future replication and upscaling will depend on *ad-hoc* availability of financial resources.

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<sup>20</sup> An Evaluative Approach to Assessing GEF's Additionality, GEF/ME/C.55/inf. 01



### *Progress to impact*

It is often too early to assess the long-term impacts of a project at the point of its completion as many results, particularly environmental benefits, can take several years to manifest. Nonetheless, reviewing progress to impacts at project completion helps determine the extent to which long-term results are likely.

The assessment of progress to impacts at the CCCD Project completion is based on the extent to which long-term results are likely based on what has been achieved. The main long-term results are as follows:

- Harmonization and operational effectiveness in implementation of the Rio Conventions' obligations
- Synergies of implementation of the 3 Rio Conventions with other MEAs
- Strengthened environmental governance
- Complementarity to ongoing and planned GEF initiatives

The progress towards impacts will require a number of drivers, including continued political will, sensitization of policy and decision makers, enactment and enforcement of legislation, and continued institutional strengthening.

### *Sustainability*

Sustainability of the project is judged by the commitment of the beneficiary country to continue and replicate the project activities beyond the project completion date. The evaluation identifies key risks to sustainability and explains how these risks may affect continuation of the project benefits after the project closes. The assessment covers institutional/governance risks, financial, socio-political, and environmental risks.

Institutional framework and governance: The institutional and legislative component of the project supported consolidation and upgrading of the legislative tools and processes for implementation of the Rio Conventions. While it is highly likely that the upgraded legislative frameworks will be sustained after the project completion, there are questions about sustainability of the related institutional and governance frameworks.

Firstly, the continued political impasse raises uncertainty about the overall future of country governance, namely whether a fully civilian government will be established around the time of the CCCD Project closure as expected<sup>21</sup>. Lack of support by temporary decision makers could pose a governance risk for continuity of the project outcomes.

While the project was successful in building institutional and individual capacities for MEA-related implementation, there is no measure of uptake of the training activities by the capacitated individuals and the extent to which they will be able to use the acquired knowledge in future work. Knowledge management products and training modules have been developed, but no concrete plans were developed to ensure that relevant institutions will continue the trainings after the project closure.

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<sup>21</sup> Sudan Constitutional Declaration signed on 4 August 2019 established an interim government to lead the country towards elections in 2023. However, the political transition was interrupted in October 2021 with dismissal of the interim government.

Based on the above, the institutional framework and governance sustainability is rated **Moderately Likely (ML)**.

Financial sustainability: The financial sustainability is judged by the commitment of the project stakeholders for continued support for sustaining the already realized project benefits and their replication to new additional locations.

The Government of Sudan and other project stakeholders demonstrated a strong commitment towards implementation of the CCCD Project. However, almost all development assistance projects in Sudan are heavily dependent on donor funding and have no long-term financial plans to sustain the outcomes after completion of the projects. Although the updated NCSA should be accompanied by a resource mobilisation strategy, the latter was not developed by the TE stage. Although economic sanctions on Sudan had been gradually lifted in the last 5 years, availability of donor funding could again become an issue after the political changes in October 2021.

The political instability coupled with economic downturns might conceivably impact the government support for global environmental objectives and limit funding for mainstreaming of the Rio Conventions' obligations into relevant policies and development plans.

Based on the above, financial sustainability is rated **Moderately Unlikely (MU)**.

Socio-economic sustainability: The hopes for economic recovery in Sudan are very slim as the prices of food and energies increased as a result of the escalation of the situation in Ukraine. Moreover, the support from Western donors for Sudanese economy has been frozen in response to the 2021 political changes. The external factors coupled with restrictions on working environment resulting from political instability and COVID-19 can slow down economic recovery and substantially reduce political support for MEAs and related environmental and social development policies.

Based on the above socio-economic sustainability is rated **Moderately Likely (ML)**.

Environmental sustainability: The TE team did not find any significant environmental risks identified and thus rates the environmental sustainability **Likely (L)**.

According to the UNDP/GEF guidelines, all risk dimensions of sustainability are critical and the overall rating for sustainability cannot be higher than its lowest rated dimension. Therefore, Table 15 below summarizes the ratings for individual sustainability aspects and justifies the overall rating of sustainability as **Moderately Unlikely (MU)**.

**Table 15:** Summary assessment of sustainability

| <b>Sustainability aspect</b>                | <b>TE rating</b>                |
|---|---------------------------------|
| Institutional framework and governance      | Moderately Likely (ML)          |
| Financial resources                         | Moderately Unlikely (MU)        |
| Socio-political                             | Moderately Likely (ML)          |
| Environmental                               | Likely (L)                      |
| <b>Overall Likelihood of Sustainability</b> | <b>Moderately Unlikely (MU)</b> |

The summary of ratings of the mandatory evaluation criteria is in the Table 16 below.

**Table 16:** Overall Project Rating

|  |                               |
|--|-------------------------------|
| <b>1.Monitoring &amp; Evaluation (M&amp;E)</b>                               | <b>TE Rating</b>              |
| M&E plan: design at entry  | Satisfactory (S)              |
| M&E plan: implementation   | Satisfactory (S)              |
| Overall quality of M&E   | Satisfactory (S)              |
| <b>2.Implementing Agency Implementation &amp; Executing Agency Execution</b> | <b>TE Rating</b>              |
| Quality of UNDP Implementation/Oversight                                     | Satisfactory (S)              |
| Quality of Implementing Partner Execution                                    | Satisfactory (S)              |
| Overall quality implementation / execution                                   | Satisfactory (S)              |
| <b>3.Assessment of Outcomes</b>  | <b>TE Rating</b>              |
| Relevance  | Relevant (R)                  |
| Effectiveness  | Moderately Satisfactory (MS)  |
| Efficiency   | Satisfactory (S)              |
| Overall Project Outcome  | Moderately Satisfactory (MS)  |
| <b>4.Sustainability</b>  | <b>TE Rating</b>              |
| Institutional framework and governance                                       | Moderately Likely (ML)        |
| Financial  | Moderately Unlikely (MU)      |
| Socio-political  | Moderately Likely (ML)        |
| Environmental  | Likely (L)                    |
| <b>Overall Likelihood of Sustainability</b>                                  | <b>Moderately Likely (ML)</b> |

## CONCLUSIONS AND RECOMMENDATIONS

This section contains conclusions as judgements based on the findings provided in the previous section. A short summary of relevant finding precedes each conclusion that is followed by a recommendation as a corrective action proposed to be taken by relevant project stakeholders to address the deficiencies identified in the findings and conclusions.

### Main conclusions

The TE shows strong evidence that the CCCD Project has assisted in addressing the key barriers identified in the 2008 NCSA. Specifically, the project successfully summoned key stakeholders from the federal and state governments for better understanding of obligations and commitments under the Rio Conventions. Moreover, the project facilitated implementation of a set of capacity building and awareness raising activities for the government agencies on the relevance of the Rio Conventions' provisions to their respective mandates, roles, and responsibilities for implementation of relevant development policies in the country.

One of the main effects of the project implementation is the improved communication between the national Focal Points for the Rio Conventions and other relevant stakeholders, namely research bodies and universities. Apart from a strong foundation for institutional and governance sustainability, the enhanced communication channels create a potential for reducing the duplication of reporting under the conventions.

The project was complementary to various initiatives undertaken by the GoS for update of the environmental policy frameworks and building capacities for development of new environmental policies. The added value of the CCCD Project is that it has built specific capacities for mainstreaming of the MEAs' commitments into national development policies and action plans. The project outcomes are relevant for the country to achieve global environmental benefits at a lower transactional cost as well as being able to respond faster and more appropriately to conservation needs. It is also highly relevant to the national development context and the UNDP programmatic directions. The remaining issue is how this can be translated into long-term and sustained action.

As regards domesticating the 3 Rio Conventions, the project has successfully and effectively mobilized all relevant stakeholders including the National Legislature, media (Print, Electronic and Online), whose participation in ownership of and contribution towards the project form a strong foundation for enhanced sustainability of the activities undertaken under the project.

Some of the project activities, namely the updated NCSA report and a lessons learned report were not completed by the time of finalization of this TE report. However, these activities are at various stages of execution and expected to be completed by the operational closure of the project and could thus improve overall ratings and effectiveness of the project.

### Specific conclusions and recommendations

This Terminal Evaluation makes two types of recommendations. Recommendations on substantive matters are provided for consideration of the national project partners in order to ensure the project results are consolidated and sustained by relevant project stakeholders. These recommendations are suggested for implementation as soon as possible using the existing institutional capacities and frameworks that have been created by the current project.

Understanding their relevance to sectoral development is critical for integration of environmental indicators into national and sectoral development plans.

#### Recommendations to follow-up and/or reinforce initial benefits from the project

Conclusion 1: The project has produced a body of knowledge including guidelines, training manuals, technical standards, documentation of success stories and lessons learned etc.

*Recommendation 1: The HCENR should ensure that the knowledge products from the project are available on-line to all stakeholders relevant for improved environmental management in the country.*

Conclusion 2: The project has successfully engaged relevant stakeholders at the federal and state levels. Effective inter-institutional communication improves collaboration and reduces duplication of efforts. Therefore, it is desirable to maintain and further enhance the established stakeholder communication and dialogue for collective learning through sharing of experiences, innovative approaches, and lessons learned beyond the project completion.

*Recommendation 2: The HCENR should establish a mechanism and/or a platform for continued engagement and sustained dialogue between all stakeholders relevant for implementation of the Rio Conventions' commitments.*

Conclusion 3: The project organised capacity building on methodologies and analytical skills for interpretation of global environmental trends. The work for enabling monitoring of environmental indicators for compliance with the Rio Conventions was just initiated under this project. Upgrading of the national institutional frameworks and building capacities for standardized data collection should be continued for achievement of efficient and effective fulfilment of reporting obligations within the institutions responsible for national reporting to the Rio Conventions. Although the project capacity building interventions more or less achieved the targets, interviewed respondents suggested that more capacity building was needed. However, resource mobilisation remains the key barrier to addressing some of the gaps in national capacities.

*Recommendation 3: The HCENR in cooperation with the UNDP CO should identify financial resources for organisation of further training programmes on monitoring of environmental indicators for consistent collaborative reporting under the Rio Conventions.*

Conclusion 4: The PSC facilitated effective coordination and cooperation between the 3 Rio Conventions. Formalisation of the established project coordination structure will ensure sustainability of the project outcomes.

*Recommendation 4: The GoS should consider formalisation of the CCCD Project Steering Committee for continued coordination and cooperation on all matters related to the Rio Conventions beyond completion of the CCCD Project.*

Conclusion 5: The project supported a study on analysis of the environmental contents of the curricula for general education. The study suggested to develop a handbook on trans-disciplinary approach to environmental issues for elementary and secondary schools. This notion could greatly contribute to generation of human resources for mainstreaming of MEAs in the longer-term perspective.

*Recommendation 5: The HCENR with assistance of the UNDP CO should assist relevant institutions to identify funding for development of a comprehensive handbook for education, training, and outreach activities at the level of general education.*

Conclusion 6: Although the Project Document envisaged development of a gender action plan (GAP), the GAP was not prepared and data on participation of women in project activities were collected without further analysis of the collected data. The TE did not find any intention for integration of the gender aspect in developing policies and plans in the initiatives supported by the project.

*Recommendation 6: The UNDP CO should assist the Government of Sudan with mainstreaming of gender aspects in developing policies and plans related to the three Rio Conventions.*

#### Recommendations to improve the design and monitoring of future CCCD projects

Conclusion 7: The capacity building component of the project organised a number of training and learning-by-doing workshops but no information was collected about impact of the capacity building activities on the trained individuals and institutions attributable to the project.

*Recommendation 7: For design of future CCCD projects, UNDP should ensure that the project results framework contain indicators that measure actual uptake of the capacity building activities at the level of trained individuals as well as at the level of their institutions.*

Conclusion 8: This CCCD Project is part of the GEF CCCD Programme that includes a portfolio of similar projects throughout the world that have similar objective "...to enhance a country's ability to meet its obligations under the Conventions by creating synergies, while at the same time catalysing the mainstreaming of MEAs into national policy, management or financial and legislative frameworks. As there is no network to link the projects implemented in parallel at least in the same region, opportunity for exchange of implementation experience between the projects was not used.

*Recommendation 8: For design of future CCCD projects, UNDP and GEF should consider creation of a mechanism for linking the parallelly implemented CCCD projects in the same region of countries for sharing of ideas, experiences and methods across the regional portfolio of the CCCD projects.*

Conclusion 9: The CCCD Project indicators and targets at the level of the Project Objective should be realistic in terms of what a CCCD project can actually achieve during the typical relatively short implementation period.

*Recommendation 9: UNDP CO should ensure that the project designers undertake a careful assessment of the potential provision of global environmental benefits from CCCD projects and availability of information for assessment of achievements of the set project targets.*

Conclusion 10: At the project inception, the project partners made commitments to co-financing of the project activities. Information about the actual co-financing provided was not readily available for the Terminal Evaluation.

*Recommendation 10: The UNDP CO should ensure that information on actual project co-financing is systematically tracked during the project implementation and is included in the last Project Implementation Report.*

### Lessons learned and good practices

While the project was successful in bringing together governmental agencies and other stakeholders (research institutes, universities, NGOs) and promoting integrated approaches to environmental management in Sudan, participation in the consultative and learning-by-doing workshops cannot sustain the relationships. There must be a targeted follow-up effort to ensure sustainability of the interest of the various stakeholders generated by the project after its completion.

The CCCD Project was a first attempt to address in its entirety the issue of mainstreaming the Rio Convention into the national development policies and action plans. Implementation of the project proved that given the limited project timeframe this was a very ambitious objective even for the pilot mainstreaming exercise with the selected sectoral development plan.

Preparation of Annual Progress Reports (APRs) based on the GEF template for Project Implementation Reviews (PIRs) is a good management practice. The APRs serve as an instrument to record the progress made by the project and provide a measure of accountability for what the project has achieved.

The link between the project activities (capacity building, and the implementation of a pilot study) and MEAs was not obvious to stakeholders. The development and use of the Theory of Change at the design and planning phase of the project would help clarify the project intervention logic and strengthen the Project Logical Framework.

Implementation of the CCCD Project demonstrated the importance of a thorough revision of the assumptions made at the project inception and initial identification of risks and their systematic monitoring throughout the project. In particular, the impact of the risk of non-availability of financing for the baseline project was underestimated at the project inception.

Strong multi-stakeholder engagement in the project design and implementation ensures that the comparative advantages of different actors are taken into consideration. During implementation, clarification of roles and responsibilities ensures that complementarities are built while avoiding overlaps, competition, and waste of resources.

## ANNEXES

### Annex 1: Evaluation Terms of Reference

#### International Terminal Evaluation for Project: Strengthening targeted capacities for improved decision making and main streaming of global environmental obligations

|  |                                    |
|--|------------------------------------|
| <b>Location:</b>                         | Khartoum, SUDAN                    |
| <b>Application Deadline:</b>             | 12-May-22 (Midnight New York, USA) |
| <b>Additional Category:</b>              | Climate & Disaster Resilience      |
| <b>Type of Contract:</b>                 | Individual Contract                |
| <b>Post Level:</b>                       | International Consultant           |
| <b>Languages Required:</b>               | English                            |
| <b>Duration of Initial Contract :</b>    | 35 working days                    |
| <b>Expected Duration of Assignment :</b> | 35 working days                    |

## Background

### INTRODUCTION:

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the medium-sized project titled: “*Strengthening targeted capacities for improved decision making and mainstreaming of global environmental obligations*”. The project started in 2018 and is ending Dec 2022. The TE process must follow the guidance outlined in the document ‘Guidance For Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects’ ( [Guidance for Terminal Evaluations of UNDP-supported GEF-financed Projects](#) ).

### PROJECT BACKGROUND AND CONTEXT

The goal of this project is to strengthen Sudan’s ability to achieve environmentally sound and sustainable development that also protects the global environment as defined by the three Rio Conventions. The immediate objective of this project is to strengthen targeted national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities. This will be achieved through five project components, within which activities to strengthen systemic, institutional, and individual capacities will be organized largely through learning-by-doing exercises and demonstrations.

At the end of the project, activities will have resulted in a set of improved capacities to meet and sustain Rio Convention objectives. This project will have strengthened and helped institutionalize commitments under the Rio Conventions by ensuring a flow of assistance and information between the local, national and global level.



The expected outcome of the project is that Sudan will be able to achieve global environmental benefits at a lower transactional cost as well as being able to respond faster and more appropriately to conservation needs. To this end, Sudan is expected to: a) improve access to best practices and best available knowledge, including innovative research; b) improve coordination, collaboration, and delegation of responsibilities among key agencies and other important organizations; c) enhance institutional and technical capacities; d) improve awareness of global environmental values; and e) update the NCSA to reflect post 2015-SDGs. While the expected outcomes of the project from a GEF perspective are improved capacities to meet and sustain global environmental priorities, the expected outcomes from a national socio-economic development perspective are improved capacities to plan and make decisions that will meet and sustain sustainable development priorities. The project will achieve this by mainstreaming global environment into planning and decision-making process (i.e., integrating environmental-development best practices that reflect global environmental priorities and the Post-2015 Sustainable Development Goals).

This project will be implemented through five linked project components:

1. Strengthened policy and legal instruments
2. Enhanced capacities to mainstream, develop, and apply policies and legislative frameworks for the cost-effective implementation of the three Rio Conventions
3. Setting up and early implementation of an environmental management information system for improved monitoring and assessment of global environmental impacts and trends
4. Improved environmental attitudes and values for the global environment
5. Updated National Capacity Self-Assessment (NCSA) document

The project will assist the Government of Sudan to achieve the national priorities as set out in its National Strategic Plan (2007- 2031), which takes into account the national policies, strategies and comprehensive plans, including the Twenty-Five-Year National Strategy (2002-2027), the Five Year Plan (2012-2016), the Five Year Programme for Economic Reform (2015-2019). In particular, the Twenty-Five-Year National Strategy contains an Environment and Physical Development Strategy that consists of 20 goals that align with the CCCD project. These goals range from strengthening human capabilities and developing administrative systems, strengthening bilateral relations between the ministry and its counterparts institutions, local, regional and international organizations and professional and scientific societies, and activating laws and regulations.

This project is also in line with Sudan's UNDAF (2018-2021) (Government of Sudan; United Nations Country Team, 2017). The UNDAF incorporates the 2030 Agenda for Sustainable Development, national development priorities, and the Sustainable Development Goals. The UNDAF aims to increase accountability, governance, and institutional capacities at both the federal and state level. This project is most closely aligned with two UNDAF Outcomes, namely:

Outcome 2: "By 2021, people's resilience to consequences of climate change, environmental stresses and natural hazards is enhanced through strengthened institutions, policies, plans and programmes", and

Outcome 4: "By 2021, national, state and local institutions are more effective to carry out their mandates including strengthened normative frameworks that respect human rights and fundamental freedoms and ensure effective service delivery."

Another important set of national priorities are outlined in Sudan's Interim Poverty Reduction Strategy Paper (PRSP), which is the framework and the road map for the elaboration and implementation of the full PRSP. The PRSP works to achieve the MDGs as the medium-term development targets for Sudan. Along with other national priorities, the PRSP identified the following needs for addressing serious environmental challenges:

- Increasing public awareness and ensuring community participation to change behaviors regarding the environment
- Integrating environmental concerns into all development policies, planning and activities at all levels
- Strengthening the institutional and technical capacities for environmental management
- Enhancing cross-sectoral institutional coordination on environmental issues
- Increasing the enforcement of environmental laws and regulations

While the point of entry for GEF funding is the global environment, the relevance of the project to national socio-economic development will be its contribution to strengthening the institutional sustainability of Sudan's development pursuits in ways that are more environmentally friendly and resilient to the impacts of climate change. The project will make these connections through its strategy to mainstream obligations under the Rio Conventions into national development and sectoral planning framework and supporting capacities.

This project will serve as an important mechanism to implement capacity development recommendations of the National Capacity Self-Assessment (NCSA) that was prepared in 2008 even though many of these would have been addressed to a certain extent by subsequent capacity development projects. Notwithstanding, this project is intended to make an important contribution to reconciling the most recent capacity development recommendations that emerged from other national assessments and communications under the three Rio Conventions, namely the Convention on Biological Diversity (CBD), Convention to Combat Desertification (CCD), and the Framework Convention on Climate Change (FCCC).

COVID-19 had largely affected Sudan causing deaths and had negatively restricted movements. As well, COVID had also impact on the implementation of the project/ programme/outcome that will be evaluated.

## **TE PURPOSE**

The TE will assess the achievement of project results against what was expected to be achieved and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments. Both UNDP and the implementing partner will benefit from the results of the evaluation. The TE will be conducted at this time as the project is approaching its operational closure date by the end of 2022.

The Scope and objectives of the TE should detail and include: aspects of the project to be covered by the TE such as the time frame and the primary issues of concern to users that the TE needs to address. The TE will also address issues relate directly to the questions in the evaluation matrix regarding the relevance, efficiency, effectiveness, sustainability etc. of the project.

It is to be noted that project was very much affected by COVID and its restrictions since the bulk of its interventions were dependent on interactions amongst institutions ad individuals. A large set of capacity development workshops and event had to be delayed because of COVID.

## Duties and Responsibilities

### TE APPROACH & METHODOLOGY

The TE report must provide evidence-based information that is credible, reliable and useful.

The TE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual APRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The TE team will review the baseline and GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office, the Regional Technical Advisor, direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to:

- Higher Council for Environment & Natural Resources
- Ministry of Agriculture.
- National Forestry Corporation.
- Ministry of Finance and economic planning.
- Ministry of Animal Resources.
- Ministry of Education.
- States Councils for Environment and Natural Resources
- States ministries of production and economic resources.
- The National Centre for Research.
- Agricultural Research Corporation.

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must, however, use gender-responsive methodologies and tools and ensure that gender considerations and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders and the TE team.

The final report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

The TE team Evaluators should conduct field visits for 10 days to be able to meet with relevant stakeholders and project teams from 15-25 June, if situation permits. Otherwise, field missions will be conducted by the National evaluator, while the International evaluators can work remotely.

### **DETAILED SCOPE OF THE TE**

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects( [Guidance for Terminal Evaluations of UNDP-supported GEF-financed Projects](#) ). The Findings section of the TE report will cover the topics listed below.

A full outline of the TE report's content is provided in ToR Annex C.

The asterisk “(\*)” indicates criteria for which a rating is required. Findings

#### **Project Design/Formulation**

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Safeguards
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

#### **Project Implementation**

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
- Implementing Agency (UNDP) (\*) and Executing Agency (\*), overall project oversight/implementation and execution (\*)
- Risk Management, including Social and Environmental Standards

#### **Project Results**

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements

- Relevance (\*), Effectiveness (\*), Efficiency (\*) and overall project outcome (\*)
- Sustainability: financial (\*) , socio-political (\*), institutional framework and governance (\*), environmental (\*), overall likelihood of sustainability (\*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

#### Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best and worst practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to include results related to gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown below:

#### TE ARRANGEMENTS

The principal responsibility for managing the TE resides with the UNDP Sudan CO. The UNDP Sudan CO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the TE team. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

## TE TEAM COMPOSITION

A team of *two independent evaluators* will conduct the TE; a Team Leader (International Expert) and a National Expert. The team leader will be responsible for the overall design and writing up of the TE report and the National Experts will support the leader, in data collection, verifications, documentation and work with the Project Team in developing the TE itinerary, etc.

The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Review and should not have a conflict of interest with the project's related activities.

The selection of evaluators will be aimed at maximizing the overall "team" qualities in the following areas:

Education (For both the national and international evaluators)

- Advanced degree in (Science, Natural Resources, Environmental Science/Studies) or other closely related field;

## EVALUATOR ETHICS

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator 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 evaluator 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 without the express authorization of UNDP and partners.

## PAYMENT SCHEDULE

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the UNDP Sudan CO
- 40% payment upon satisfactory delivery of the draft TE report to the UNDP Sudan CO
- 40% payment upon satisfactory delivery of the final TE report and approval by the UNDP Sudan CO and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail
- Criteria for issuing the final payment of 40%:
- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
- The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other TE reports).
- The Audit Trail includes responses to and justification for each comment listed.
- **APPLICATION PROCESS**

Recommended Presentation of Proposal:

- **Letter of Confirmation of Interest and Availability** using the [template](#) provided by UNDP;
- **CV** and a **Personal History Form (P11 form)**;
- Brief description of **approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the [Letter of Confirmation of Interest template](#). If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.
- All application materials should be submitted online in the [UNDP Procurement website](#) indicating the following reference “Consultant for Terminal Evaluation of the project (*Strengthening targeted capacities for improved decision making and mainstreaming of global environmental obligations*)” by closing date of 5 May/2022). Incomplete applications will be excluded from further consideration.

**Criteria for Evaluation of Proposal:** Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP’s General Terms and Conditions will be awarded the contract.

## Competencies

### Experience (For the International Evaluator):

- Relevant experience with results-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Experience in evaluating projects;
- Competence in adaptive management
- Experience working in the Arab region countries (RBAS) is an asset.
- Experience in relevant technical areas related to multilateral environmental agreements for at least 10 years;
- Demonstrated understanding of issues related to gender and GEF Multiple focal area; experience in gender responsive evaluation and analysis;
- Excellent communication skills;

- Demonstrable analytical skills;
- Project evaluation/review experience within United Nations system will be considered an asset;

**Language:** Fluency in written and spoken English. Fluency in Arabic language is an asset



## Annex 2: Evaluation Matrix

| Evaluative Criteria Questions  |  | Indicators  | Sources   | Methodology  |
|--|--|---|---|--|
| Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels? |  |   |   |  |
|  | <ul style="list-style-type: none"> <li>Does the project integrate the MEAs' provisions within the relevant national policy, legislative, and regulatory frameworks?</li> </ul>                       | <ul style="list-style-type: none"> <li>The project includes the relevant GEF outcomes, outputs and indicators</li> <li>The project makes explicit links with global environmental action goals</li> </ul>   | <ul style="list-style-type: none"> <li>Project Document</li> <li>GEF 6 Strategy for CCCD</li> </ul>   | <ul style="list-style-type: none"> <li>Desk Review of Documents</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>Is the project aligned to strengthening of national consultative and management structures and mechanisms?</li> </ul>   | <ul style="list-style-type: none"> <li>The project design includes explicit links (indicators, outputs, outcomes) to the national development and environmental policies and action plans</li> </ul>  | <ul style="list-style-type: none"> <li>Project Document</li> <li>National development strategies and action plans, etc.</li> </ul>                      | <ul style="list-style-type: none"> <li>Desk Review of Documents</li> <li>Interviews of the project stakeholders</li> </ul> |
|  | <ul style="list-style-type: none"> <li>Is the project's Theory of Change relevant to addressing the development challenge(s) identified?</li> </ul>  | <ul style="list-style-type: none"> <li>The Theory of Change clearly indicates how project interventions and projected results will contribute to the reduction of the major barriers identified at the project inception</li> </ul>   | <ul style="list-style-type: none"> <li>Project Document</li> <li>PIF</li> </ul>   | <ul style="list-style-type: none"> <li>Desk Review of Documents</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>Does the project directly and adequately address the needs of beneficiaries at local and regional levels?</li> </ul>  | <ul style="list-style-type: none"> <li>The Theory of Change clearly identifies beneficiary groups and defines how their capabilities will be enhanced by the project</li> </ul>   | <ul style="list-style-type: none"> <li>Project Document</li> <li>PIF</li> </ul>   | <ul style="list-style-type: none"> <li>Desk Review of Documents</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>Is the project's results framework relevant to the development challenges have the planned results been achieved?</li> </ul>                                  | <ul style="list-style-type: none"> <li>The project indicators are SMART</li> <li>Indicator baselines are clearly defined and populated and milestones and targets are defined</li> <li>The results framework is comprehensive and demonstrates systematic links to the ToC</li> </ul> | <ul style="list-style-type: none"> <li>Project Document</li> <li>PIF</li> </ul>   | <ul style="list-style-type: none"> <li>Desk Review of Documents</li> <li>Interviews of the project stakeholders</li> </ul> |
|  | <ul style="list-style-type: none"> <li>Have the relevant stakeholders been adequately identified and have their views, needs and rights been considered during design and implementation?</li> </ul> | <ul style="list-style-type: none"> <li>The stakeholder mapping and associated engagement plan includes all relevant stakeholders and appropriate modalities for engagement.</li> <li>Planning and implementation have been participatory and inclusive</li> </ul>                     | <ul style="list-style-type: none"> <li>Project Document</li> <li>Inception report</li> <li>Stakeholder mapping/engagement plan and reporting</li> </ul> | <ul style="list-style-type: none"> <li>Desk Review of Documents</li> <li>Stakeholder Interviews</li> </ul>                 |

|   |  |   |   |
|---|--|---|---|
|   |  | <ul style="list-style-type: none"> <li>Quarterly Reports</li> <li>Annual Reports (APR)</li> </ul>   |   |
| <ul style="list-style-type: none"> <li>Have the interventions of the project been adequately considered in the context of other development activities being undertaken in the same or related thematic area?</li> </ul>    | <ul style="list-style-type: none"> <li>A partnership framework has been developed that incorporates parallel initiatives, key partners and identifies complementarities</li> </ul>   | <ul style="list-style-type: none"> <li>Project Document</li> <li>Quarterly Reports</li> <li>Annual Reports (APR)</li> <li>Stakeholder mapping/engagement plan and reporting</li> </ul>      | <ul style="list-style-type: none"> <li>Desk Review of Documents</li> <li>Stakeholder Interviews</li> </ul>  |
| <ul style="list-style-type: none"> <li>Did the project design adequately identify, assess and design appropriate mitigation actions for the potential social and environmental risks posed by its interventions?</li> </ul> | <ul style="list-style-type: none"> <li>The SES checklist was completed appropriately and all reasonable risks were identified with appropriate impact and probability ratings and risk mitigation measures specified</li> </ul>  | <ul style="list-style-type: none"> <li>Project Document</li> <li>SES Annex</li> </ul>   | <ul style="list-style-type: none"> <li>Desk Review of Documents</li> </ul>  |
| <b>Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?</b>  |  |   |   |
| <ul style="list-style-type: none"> <li>Has the project achieved its output and outcome level targets?</li> </ul>  | <ul style="list-style-type: none"> <li>The project has met or exceeded the output and outcome indicator end-of-project targets</li> </ul>  | <ul style="list-style-type: none"> <li>Quarterly Reports</li> <li>Annual Reports (APR)</li> <li>Site visit/field reports</li> </ul>   | <ul style="list-style-type: none"> <li>Desk Review of Documents</li> <li>Interviews with project staff, stakeholders and beneficiaries</li> </ul> |
| <ul style="list-style-type: none"> <li>Have lessons learned been captured and integrated into project planning and implementation?</li> </ul>   | <ul style="list-style-type: none"> <li>Lessons learned have been captured periodically and/or at project end</li> </ul>  | <ul style="list-style-type: none"> <li>Validation Workshop Minutes (<i>if available</i>)</li> <li>Quarterly Reports</li> <li>Annual Reports (APR)</li> </ul>                                | <ul style="list-style-type: none"> <li>Desk Review of Documents</li> <li>Interviews with project staff, stakeholders and beneficiaries</li> </ul> |
| <ul style="list-style-type: none"> <li>Has the M&amp;E plan been well-formulated, and has it served as an effective tool to support project implementation?</li> </ul>  | <ul style="list-style-type: none"> <li>The M&amp;E plan has an adequate budget and was adequately funded</li> <li>The logical framework was used during implementation as a management and M&amp;E tool</li> <li>Compliance with the financial and narrative reporting requirements (timeliness and quality)</li> <li>Monitoring and reporting at the activity and results levels</li> </ul> | <ul style="list-style-type: none"> <li>Project Document</li> <li>M&amp;E Plan</li> <li>AWPs</li> <li>FACE forms</li> <li>Quarterly Narrative Reports</li> <li>Site visit reports</li> </ul> | <ul style="list-style-type: none"> <li>Desk Review of Documents</li> <li>Interviews with project staff and government stakeholders</li> </ul>     |

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| <ul style="list-style-type: none"> <li>Were relevant counterparts from the Government and civil society involved in project implementation, including as part of the Project Steering Committee?</li> </ul>                      | <ul style="list-style-type: none"> <li>The Project Board participation included representatives from key project stakeholders</li> </ul>   | <ul style="list-style-type: none"> <li>PSC meeting Minutes</li> </ul>  | <ul style="list-style-type: none"> <li>Interviews with project staff, stakeholders and beneficiaries</li> </ul>                                   |
| <ul style="list-style-type: none"> <li>How effective were the partnership arrangements under the project and to what extent did they contribute to achievements of the project results?</li> </ul>                               | <ul style="list-style-type: none"> <li>A partnership framework has been developed that ensured coordination of parallel initiatives, involvement of key partners and identification of complementarities</li> </ul>  | <ul style="list-style-type: none"> <li>Annual Reports (APR)</li> <li>Quarterly reports</li> </ul>  | <ul style="list-style-type: none"> <li>Desk Review of Documents</li> <li>Interviews with project staff, stakeholders and other donors</li> </ul>  |
| <ul style="list-style-type: none"> <li>How well were risks (including those identified in the Social and Environmental Screening (SES) Checklist), assumptions and impact drivers being managed?</li> </ul>                      | <ul style="list-style-type: none"> <li>A clearly defined risk identification, categorization and mitigation strategy (updated risk log in ATLAS)</li> </ul>  | <ul style="list-style-type: none"> <li>UNDP ATLAS Risk Log</li> <li>M&amp;E Reports</li> </ul>   | <ul style="list-style-type: none"> <li>Desk Review of Documents</li> <li>Interviews with project staff, stakeholders and beneficiaries</li> </ul> |
| <ul style="list-style-type: none"> <li>Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?</li> </ul>  |  |  |   |
| <ul style="list-style-type: none"> <li>Did the project adjust dynamically to reflect changing national priorities/external evaluations during implementation to ensure it remained relevant?</li> </ul>                          | <ul style="list-style-type: none"> <li>The project demonstrated adaptive management and changes were integrated into project planning and implementation through adjustments to annual work plans, budgets and activities</li> <li>Changes to AWP/Budget were made based on mid-term or other external evaluation</li> <li>Any changes to the project's planned activities were approved by the PSC</li> <li>Any substantive changes (outcome-level changes) approved by the PSC and donor, as required</li> </ul> | <ul style="list-style-type: none"> <li>Annual Work Plans</li> <li>Validation Workshop Minutes</li> <li>Quarterly Reports</li> <li>Annual Reports (APR)</li> <li>PSC meeting minutes (<i>if available</i>)</li> </ul> | <ul style="list-style-type: none"> <li>Desk Review of Documents</li> <li>Interviews with project staff, stakeholders and beneficiaries</li> </ul> |
| <ul style="list-style-type: none"> <li>Was the process of achieving results efficient? Did the actual or expected results (outputs and outcomes) justify the costs incurred? Were the resources effectively utilized?</li> </ul> | <ul style="list-style-type: none"> <li>The project achieved the planned results in an efficient manner</li> <li>Funds used for project implementation were utilized affectively and contributed to achievement of project results</li> </ul>   | <ul style="list-style-type: none"> <li>Annual Workplans</li> <li>Quarterly Reports</li> <li>Project document</li> </ul>  | <ul style="list-style-type: none"> <li>Desk Review of Documents</li> <li>Interviews with project staff, stakeholders, beneficiaries</li> </ul>    |
| <ul style="list-style-type: none"> <li>What were the strengths and weaknesses of the implementation modality?</li> </ul>   | <ul style="list-style-type: none"> <li>The project implementation followed the division of responsibilities between the project implementing partners in an efficient manner</li> </ul>  | <ul style="list-style-type: none"> <li>Annual Reports ( )</li> <li>Quarterly reports</li> </ul>  | <ul style="list-style-type: none"> <li>Desk Review of Documents</li> </ul>  |

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|  |  |  |  | <ul style="list-style-type: none"><li>Interviews with project staff, stakeholders, beneficiaries</li></ul> |
| <ul style="list-style-type: none"><li>Was co-financing adequately estimated during project design (sources, type, value, relevance), tracked during implementation and what were the reasons for any differences between expected and realised co-financing?</li></ul> | <ul style="list-style-type: none"><li>Co-financing was realized in keeping with original estimates</li><li>Co-financing was tracked continuously throughout the project lifecycle and deviations identified and alternative sources identified</li><li>Co-financiers were actively engaged throughout project implementation</li></ul> | <ul style="list-style-type: none"><li>Annual Work Plans (AWPs)</li><li>Validation Workshop Minutes (<i>if available</i>)</li><li>Quarterly Reports, including financial reports</li><li>Annual Reports (APR)</li></ul> | <ul style="list-style-type: none"><li>Desk Review of Documents</li><li>Interviews with project staff, stakeholders, other donors and beneficiaries</li></ul> |  |
| <ul style="list-style-type: none"><li>Was the level of implementation support provided by UNDP adequate and in keeping with the implementation modality and any related agreements?</li></ul>  | <ul style="list-style-type: none"><li>Technical support to the Executing Agency and project team were timely and of acceptable quality.</li><li>Management inputs and processes, including budgeting and procurement, were adequate</li></ul>  | <ul style="list-style-type: none"><li>UNDP project support documents (emails, procurement/ recruitment documents)</li><li>Quarterly Reports</li><li>Annual Reports (APR)</li></ul>                                     | <ul style="list-style-type: none"><li>Desk Review of Documents</li><li>Interviews with project staff, UNDP personnel</li></ul>                               |  |
| <ul style="list-style-type: none"><li>Were financial audit/spot check findings adequately addressed and relevant changes made to improve financial management?</li></ul>   | <ul style="list-style-type: none"><li>Appropriate management responses and associated actions were taken in response to audit/spot check findings.</li><li>Successive audits demonstrated improvements in financial management practices</li></ul>   | <ul style="list-style-type: none"><li>Project Audit Reports</li></ul>  | <ul style="list-style-type: none"><li>Desk Review of Documents</li></ul>   |  |
| <ul style="list-style-type: none"><li>Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?</li></ul>  |  |  |  |  |
| <ul style="list-style-type: none"><li>Are there political, social or financial risks that may jeopardize the sustainability of project outcomes?</li></ul>   | <ul style="list-style-type: none"><li>The exit strategy includes explicit interventions to ensure sustainability of relevant activities</li></ul>  | <ul style="list-style-type: none"><li>Program Framework Document</li><li>Risk Log</li></ul>  | <ul style="list-style-type: none"><li>Desk Review of Documents</li></ul>   |  |
| <ul style="list-style-type: none"><li>What are the factors that will require attention in order to improve prospects of sustainability and potential for replication?</li></ul>  | <ul style="list-style-type: none"><li>The exit strategy includes explicit interventions to ensure sustainability of relevant activities and identifies relevant factors requiring attention in the future</li></ul>  | <ul style="list-style-type: none"><li>Program Framework Document</li></ul>   | <ul style="list-style-type: none"><li>Desk Review of Documents</li></ul>   |  |

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| <ul style="list-style-type: none"> <li>Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?</li> </ul> | <ul style="list-style-type: none"> <li>The exit strategy identifies relevant socio-political risks and includes explicit interventions to mitigate same</li> </ul> | <ul style="list-style-type: none"> <li>Program Framework Document</li> <li>Risk Log</li> </ul>    | <ul style="list-style-type: none"> <li>Desk Review of Documents</li> </ul> |
| <ul style="list-style-type: none"> <li>Have key stakeholders identified their interest in project benefits beyond project-end and accepted responsibility for ensuring that project benefits continue to flow?</li> </ul>         | <ul style="list-style-type: none"> <li>Key stakeholders are assigned specific, agreed roles and responsibilities outlined in the exit strategy</li> </ul>          | <ul style="list-style-type: none"> <li>Program Framework Document</li> <li>Risk Log</li> </ul>    | <ul style="list-style-type: none"> <li>Desk Review of Documents</li> </ul> |
| <ul style="list-style-type: none"> <li>Are there ongoing activities that may pose an environmental threat to the sustainability of project outcomes?</li> </ul>   | <ul style="list-style-type: none"> <li>The exit strategy identifies relevant environmental risks and includes explicit interventions to mitigate same</li> </ul>   | <ul style="list-style-type: none"> <li>Program Framework Document</li> <li>Risk Log</li> </ul>    | <ul style="list-style-type: none"> <li>Desk Review of Documents</li> </ul> |
| <b>Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?</b>   |  |   |  |
| <ul style="list-style-type: none"> <li>Are there verifiable improvements in data and information management and improved reporting that can be linked directly to project interventions?</li> </ul>                               | <ul style="list-style-type: none"> <li>The project has facilitated implementation of MEAs or could do so in the future</li> </ul>                                  | <ul style="list-style-type: none"> <li>Quarterly Reports</li> <li>Annual Reports (APR)</li> </ul> | <ul style="list-style-type: none"> <li>Desk Review of Documents</li> </ul> |

### Annex 3: List of People Interviewed

#### A) UNDP and HCENR Project Team

| Name and position      | Institution             | Role in the project            |
|------------------------|-------------------------|--------------------------------|
| Mrs. Hanan Mutwakil    | UNDP CO Khartoum        | Project Focal Point            |
| Mrs. Intisar Salih     | UNDP CO Khartoum        | M&E Specialist                 |
| Mr. Ahmmmed M. Ali     | UNDP CO Khartoum        | Financial Assistant            |
| Mr. Nouralla Ahmed     | UNDP CO Khartoum        | Programme Analyst              |
| Mr. Stephen Gitonga    | UNDP Amman Regional Hub | Regional Technical Advisor     |
| Migdam E. Abdelgani    | HCENR                   | National Project Manager       |
| Nadia Hassan Omer      | HCENR                   | Government Project Coordinator |
| Manal Ahmed Abdelgabar | HCENR                   | Secretary                      |
| Mrs. Neemat Bakheet    | HCENR                   | Accountant                     |

#### B) Participants interviewed during the Khartoum State NCSA Consultative Meeting 6/10/2022 (Carinthia Hotel, Khartoum)

| Name                           | Affiliation                                    |
|--------------------------------|--|
| Mr. Khalid Ahmed Mohammed Ali  | Ministry of Foreign Affairs                    |
| Mrs. Lubna Mohammed Abdalla    | Corporation of Animal Wealth Research          |
| Dr. El Sadig Agabna Elhadi     | University of Khartoum, Int. of Env Studies    |
| Prof. Esam Ibrahim Warrag      | University of Khartoum, Faculty of Forestry    |
| Mr. Abdalla Ali Ahmed Mohammed | Ministry of Mineralization                     |
| Mr. Adil Mohammed Ali          | HCENR  |
| Mr. Yasir Ahmed Salih          | HCENR  |
| Dr. Ahmed Ali Hasabelkareem    | University of Khartoum, Faculty of Forestry    |
| Mrs. Sana Mahmoud Abdalla      | Ministry of Energy and Petroleum               |
| Mrs. Muna Hassan Mohammed      | Ministry of Irrigation and Water Res.          |
| Dr. Rehab Ahmed Hassan         | HCENR  |
| Mrs. Huyam Ahmed Abdalla       | HCENR  |
| Mrs. Sanya Ali Rehan           | Ministry of Agriculture and Forestry           |
| Dr. El Khitma El Awad Mohammed | HCENR  |
| Mr. Fatima Elmakki Abdalla     | Ministry of Animal Wealth, Range Mangt.        |
| Dr. Abuelgasim Eltyeb Mohammed | University of Khartoum, Faculty of Agriculture |
| Mrs. Halima Abdalla Elbadri    | HCENR  |
| Mrs. Manal Ahmed Abdelgabar    | HCENR  |

C) Participants interviewed from the three states in El Obeid, North Kordofan State

| <b>Name</b>                   | <b>Affiliation</b>                                |
|-------------------------------|---|
| Samira Mohammed Ahmed         | Range Management (N. K.S.)                        |
| El Tom Mohammed el Ghali      | Technical Committee for Environment (W.K.S.)      |
| Fath el Rahman Sami Mohammed  | D.G. of water (N.K.S)                             |
| Ahmed Mohammed Fadlalla       | Min. of Production, Climate ch. Committee(W.K.S.) |
| Prof. .Ahmed M. Mustafa Lazim | D.G.of ARC. El Obeid (N.K.S)                      |
| Osama El Neama Adam           | Acting D.G.of Min. of Production (N.K.S)          |
| Hamza Adam Elshafie'a         | National expert, Government of (S.K.S.)           |
| Tarig Mohammed Yasin          | Ministry of Health (S.K.S.)                       |
| Dr. Gabir Abbas Gabir         | D.G. Ministry of Education (S.K.S)                |
| Mona Mohammed Radhi           | National Corporation of Forestry (N.K.S.)         |
| Dr. Salah Bakur Ali Hassan    | ARC Technical Committee, (W.K.S.)                 |
| El Tigani Khalil Adam         | Government of (N.K.S.)                            |
| Bashir El Yas Siddig          | Director of Natural Resources Sector (N.K.S.)     |
| Mohammed Eisa Ibrahim         | Ministry on Infrastructure (S.K.S.)               |
| Ibrahim Omer Hamouda          | Min. of Production (S.K.S.)                       |
| Fatima Musa Ishag             | Civil Community (W.K.S.)                          |
| Sumaya Daw el Bait Eisa       | National Corporation of Forestry (W.K.S.)         |
| Manal Manzol Ahmed Sulaiman   | Secretary General of Environment Council (S.K.S.) |
| Nawal Ahmed Sarsar            | Animal Wealth, Min. of Production (N.K.S.)        |

Legend: (N.K.S.)=North Kordofan State; (S.K.S.)=South Kordofan State; (W.K.S.) =West Kordofan State.

## D) Participants interviewed from Greater Darfur

| Name                                | Affiliation  |
|-------------------------------------|--|
| Mr. Abdellatif Mohamed Sabir        | General Directory of Natural Res. (W.D.)           |
| Mr. Ahmed Elhaj Bashar              | Univ. of Nyala, Fac of Vet. Sc (S.D.)              |
| Mrs. Fathya Abdalla Norain          | Forestry Corporation (S.D)                         |
| Mrs. Aayat A/Rahim El Sha'arani     | Animal Wealth Sector, Range Mangt. (S.D)           |
| Mr. Osman Ahmed Husein              | D.G. Min. of Prodn (W.D.)                          |
| Mr. Mohammed Ahmed Hassan           | Min. of Agric. and Animal Wealth (N.D.)            |
| Mr. Eltaj A/Rahman El Zain          | D.G. Min. of Agric. and Animal Wealth (C.D.)       |
| Mr. IbrahimMohammed Abdalla         | Director of Animal Wealth Sector (S.D.)            |
| Mr. Elhaj Mohammed Elhaj            | Animal Wealth. Rang Mangt (E.D.)                   |
| Mr. Abdelrahman Musa Salih          | Farmers' representative (S.D.)                     |
| Mr. Mohammed Salah eldin Mohammed   | FAO (S.D.)   |
| Dr. Abdelsamad Hassan Ahmed         | D.G. ARC (S.D.)                                    |
| Mr. Salih Musa Hamid                | Min of Agriculture. (E.D.)                         |
| Mr. Osman Yasin Ahmed               | Min of Agriculture. (E.D.)                         |
| Mr. Hassan Mohammed Ahmed Ibrahim   | East Darfur State                                  |
| Mr. Khalid Gibril Ahmed             | S.D. State   |
| Mr. Numairi A/Rahman El Degail      | T.V and News Directorate                           |
| Mrs. Hanadi El Sanhori El Amin      | El Fashir Locality, Directorate of Environ. (N.D.) |
| Mr. Baghdadi Ahmed Adam             | Min. of Agric. Environment Sector (S.D.)           |
| Mr. Abdalla Ali Hassan Ibrahim      | Min. of Agric. (S.D.)                              |
| Mr. Mohammed Abdalla Ahmed Mohammed | Min. of Agric. (S.D.)                              |
| Mrs. Tahani Ahmed Musa              | Min. of Health, Environmental Health (S.D.)        |
| Mrs. Rasha Ali Yousif               | Secretariat D.G.Min. of Agric. (S.D.)              |
| Mr. Mohammed Adam A/Mageed          | Information, Min. of Agric. and Ani Wealt (S.D.)   |
| Dr. A/Rahman Mohammed Tahir         | National Coordinator of Climate Ch. (S.D.)         |
| Mr. Hammad Mohammed Musa            | Acting Minister of Production and Eco.Res (S.D)    |
| Mr. El Suhaib Abdalla Mohammed Adam | Attorney, Minstry of Production (W.D.)             |
| Mr. Zo elkifl Adam Ali              | Min. of Agriculture (C.D.)                         |
| Dr. Nasreldin Adam Ali              | University of Zalingi (C.D.)                       |
| Mr. Mohammed Osama A/Salam          | Forestry Department (W.D.)                         |
| Mr. Mohammed El Mustafa Fadul Ali   | State Water Corporation (S.D.)                     |
| Mr. Bashir A/Kareem Osman           | Forestry Department (C.D.)                         |



## E) Participants interviewed from the central states (Gezira, Blue Nile, White Nile and Sennar States)

| Name                                 | Affiliation                                    |
|--------------------------------------|--|
| Dr. Siddig Eisa Idris                | University of Gezira (G.State)                 |
| Dr. Hasabelrasoul Fadlelmula Mustafa | Coordinator of NAP (G.State)                   |
| Mr. Osman Obeid                      | Police officer, Wild Life Dept (G.State)       |
| Mr. Elhadi Elsadig Ali               | Ministry of Production (Sennar State)          |
| Mr. Elsadig Burma Ismail             | Ministry of Production (Sennar State)          |
| Mr. Musbah Eltom Mohammed            | Ministry of Agric. (Sennar state)              |
| Mrs. Nusaiba Abdelgayum              | Sec. Gen. HCENR (Blue Nile State)              |
| Dr. Afaf Saeed Sid Ahmed             | Ministry of Production (White Nile State)      |
| Dr. Khalid Abdalla Osman             | ARC (White Nile State)                         |
| Mr. Mohammed Bilal Idris             | Drinking Water Corporation (White N. S.)       |
| Mr. Tarig Nasir Ali                  | National Project Coordinator (W. N. S)         |
| Mrs. Nagwa Elreyh Abdalla            | D. G. Natural Resources (Gezira State)         |
| Mr. Ali Sheikh Idris                 | Forestry Dept. (Sennar State)                  |
| Mr. Atif Yousif Ali                  | Agricultural Planning (Sennar State)           |
| Mr. Abdelrahim Mohammed Tom          | Ministry of Production (Gezira State)          |
| Mr. Gamal Ali Elamin                 | Minister of Production office (Gezira State)   |
| Mr. Komundan Mohamededo Eltom        | Strategic Planning (Blue Nile State)           |
| Mr. Omer Quena Abuzaid               | Ministry of Agriculture (Blue Nile State)      |
| Dr. Arafa Mahmoud Ahmed              | Ministry of Production (Gezira State)          |
| Dr. Ahmed Abdeloneim Abdelrazig      | ARC, Medani (Gezira State)                     |
| Mrs. Aziza Daood Fedail              | M&E Ministry of Production (Gezira State)      |
| Mr. Kamaleldin Abdalla Elamin        | Ministry of Production (Gezira State)          |
| Mr. Husham Elfadul Elmakkawi         | Information Unit, Min. of Prod. (Gezira State) |
| Mr. Elnazir Elsheikh Mohammed        | Information Unit, Min. of Prod. (Sennar State) |
| Mr. Fathelrahman Mohammed Hallawi    | Forestry Dept. (Gezira State)                  |
| Mr. Mohammed Abdelrahman Hussain     | Minister's office (Gezira State)               |

## F) Participants interviewed from the Eastern States

| Name                            | Affiliation                                      |
|---------------------------------|--|
| Mrs. Afrah Ahmed A/Wahab        | S.G. HCENR, (Red Sea St.)                        |
| Mr. Tashbo Ohaj Faki            | General Directorate of Environment (Red Sea St.) |
| Mr. Salah Fathelrahman Elhassan | General Directorate of Industry (Red Sea St.)    |
| Mrs. Jawahir Ibrahim Eldoma     | S.G. HCENR, (Gedarif St.)                        |
| Dr. Mohammed Elfatih Elehaimir  | S.G. HCENR, (Kasala St.)                         |
| Mr. Mubarak A/Magid Ibrahim     | Cleaning Corporation (Red Sea St.)               |
| Mrs. Madina Mohammed Ahmed      | National Corporation of Forestry (Red Sea St.)   |
| Mrs. Omaira Ismail Mekki        | Maritime Port Authority (Red Sea St.)            |
| Dr. Ismail Elsafi Ismail        | Sudanese Soc. For Env. Protection (Gedarif St.)  |
| Mr. Muataz Eltahir Eltayeb      | Marine Fisheries (Red Sea St.)                   |
| Dr. Taha Eltahir Ahmed Badawi   | HCENR (Red Sea St.)                              |
| Mrs Suha Ahmed Ali Tawir        | General Directorate of Environment (Red Sea St.) |
| Dr. Nadia Hassan Omer           | Government Coordinator of the Project (HCENR)    |
| Mr. Adil Ahmed Elgurash         | National Corporation of Forestry (Kasala St.)    |

## **Annex 4: List of Documents Consulted**

1. Strengthening Targeted National Capacities for Improved Decision Making and Mainstreaming of Global Environmental Obligations, Project Identification Form, UNDP 2017
2. Strengthening Targeted National Capacities for Improved Decision Making and Mainstreaming of Global Environmental Obligations, Project Document, UNDP/GEF (2019)
3. National Capacity Self-Assessment: Report and Action Plan, HCENR, 2008
4. CCCD Project Inception Workshop Report, HCENR, 2019
5. Annual Project Reports (APRs), UNDP, 2019-2022
6. Combined Delivery Reports (CDRs), UNDP, 2019-2022
7. Minutes of the Steering Committee Meetings 1-4, CCCD Project, 2019-2021
8. Sudan First State of Environment and Outlook Report, UNEP, 2020
9. The Strategic Value of GEF-funded Cross-Cutting Capacity Development, UNDP, 2015
10. GEF Cross-Cutting Capacity Development Strategy, GEF, 2015
11. Environment Protection Act, Government of Sudan, 2001
12. Miscellaneous Amendments Law - Unification of Environment Councils of 2020 - Legislation 3/2020, Government of Sudan, 2020
13. Combat Desertification Law, Government of Sudan, 2009
14. Joint SWOT Report, CCCD Project, 2020
15. Module for Environmental Governance in Sudan, CCCD Project, 2020
16. Summary of the Analysis of the Environmental Contents of the General Education Curricula (English translation), CCCD Project, 2020
17. Public Awareness and Communication Campaign Plan, CCCD Project, 2020
18. Report of Roundtable Meeting with Donors & Organizations on NCSA Action Plan, CCCD Project, 2022
19. Resources Mobilization Strategy (draft), CCCD Project, 2022
20. Report of the NCSA Inception Workshop, CCCD Project, 2022
21. The National Capacity Self-Assessment (NCSA) of Sudan: Updated Report (draft), CCCD Project, 2022
22. The Proposed NCSA Action Plan (draft), CCCD Project, 2022
23. GEF Evaluation Policy, GEF IEO, 2019
24. UNDP Revised Evaluation Policy, UNDP, 2019
25. Guidelines for GEF Agencies in Conducting Terminal Evaluation for Full-sized Projects, GEF, 2017
26. UNDP Evaluation Guidelines, Independent Evaluation Office of UNDP, 2019
27. Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects, UNDP IEO, 2020
28. Outcome-Level Evaluations, A Companion Guide, UNDP, 2011
29. Glossary of Key Terms in Evaluation and Results Based Management, OECD, 2010
30. Ethical Guidelines for Evaluations, UNEG, 2018

## Annex 5: Project Results Framework (at the Project Inception)

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| <b>This project will contribute to the following Sustainable Development Goal (s):</b> 7, 8, 9, 11, 12, 13, 14, 15, and 17   |
| <b>This project will contribute to the following country outcome included in the UNDAF/Country Programme Document</b> By 2021, people's resilience to consequences of climate change, environmental stresses and natural hazards is enhanced through strengthened institutions, policies, plans and programmes.    |
| <b>Relevant CPD Output 3.3: Policies for sustainable use of natural resources supported.</b>   |
| <b>This project will be linked to the following output of the UNDP Strategic Plan:Outcome 2:</b> Accelerate Structural Transformation for Sustainable Development.   |
| <b>Expected SP Output(s): 2.4.1</b> Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources, in line with international conventions and national legislation |

|   | Objective and Outcome Indicators  | Baseline   | End of Project Target <sup>22</sup>  | Data Collection Methods and Risks/Assumptions   |
|---|---|--|--|---|
| <b>Project Objective:</b><br><br>To strengthen targeted national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities | <b>Mandatory Indicator 1:</b> Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production <sup>23</sup> | <ul style="list-style-type: none"> <li>Planners and decision-makers, particularly at the local level do not fully appreciate the value of the Rio Conventions and the use of net present value to determine value leads to heavy discounting of the global environment</li> <li>Despite the presence of a number of capacity development interventions, absorptive capacity is low and insufficiently institutionalized</li> <li>Notwithstanding that Sudan is undertaking a number of interventions to strengthen its capacities for energy transformation. Sudan is also exploring and testing as part of other interventions that are appropriately innovative and gender-responsive solutions in the pursuit of sustainable development. In both these cases, the baseline is artificially set at zero.</li> </ul> | <ul style="list-style-type: none"> <li>Government staff have learned, applied, and tested best practice tools to integrate natural resource valuation into national decision-making processes for improved implementation of Rio Conventions</li> <li>Future planning and development will account for the true value of environmental goods and services</li> <li>Increased capacity within relevant stakeholder groups to address Rio Convention obligations</li> <li>Gender equality targets per UNDP 2018-2021 Strategic Plan are met</li> </ul> | <p><b>Means of Verification:</b></p> <ul style="list-style-type: none"> <li>GEF Cross-Cutting Capacity Development Scorecard</li> <li>Meeting Minutes</li> <li>Working Group meeting reports</li> <li>UNDP quarterly progress reports</li> <li>Independent final evaluation reports</li> <li>Rio Convention national reports and communications</li> <li>Strategic documents detailing the new valuation tools</li> <li>EDIMS</li> </ul> <p><b>Risks/Assumptions:</b></p> <ul style="list-style-type: none"> <li>The project will be executed in a transparent, holistic, adaptive, and collaborative manner</li> <li>Policy and institutional reforms and modifications recommended by the project and EDIMS are politically, technically, and financially feasible</li> <li>Improving the valuation process will help decision-making relating to the global environment become more inclusive, legitimate, and robust</li> <li>Planners and decision-makers are resistant to adopt new attitudes towards the global environment</li> </ul> |

<sup>22</sup> The Provisional Multi-Year Work Plan in Annex A provides information on the preliminary suggested timeframes to undertake project activities, included target milestones and output deadlines.

<sup>23</sup> This corresponds to IRRF 2018-2021 Outcome 2 indicator 2.7 at the project objective level.

|  | Objective and Outcome Indicators   | Baseline   | End of Project Target <sup>22</sup>   | Data Collection Methods and Risks/Assumptions   |
|--|--|--|---|---|
|  | <u>Mandatory Indicator 2:</u> Gender-responsive legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation. | The baseline of this indicator is qualitatively measured as inadequate, reflected by the inadequacy of existing policy and legal instruments to guarantee the realization of Rio Convention obligations. While the baseline consists of various environmental and development policies and laws, their inadequacy lies in their sectoral and thematic construct, insufficient awareness and understanding of how to reconcile competing policies and laws, and inadequate guidance on the strategic operationalization of this policy framework. | <ul style="list-style-type: none"> <li>At least one by-law or legal instrument has been developed or strengthened</li> <li>At least one sectoral plan effectively integrated with criteria and indicators that reinforce Rio Convention obligations achievements.</li> <li>At least 75% of government technical staffs have actively engaged in the technical trainings on innovative approaches to implement Rio Convention obligations</li> </ul>   | <p><b><u>Means of Verification:</u></b></p> <ul style="list-style-type: none"> <li>GEF Cross-Cutting Capacity Development Scorecard</li> <li>Meeting Minutes</li> <li>Working Group meeting reports</li> <li>UNDP quarterly progress reports</li> <li>Independent final evaluation reports</li> <li>Rio Convention national reports and communications</li> <li>Strategic documents detailing the new valuation tools</li> </ul> <p><b><u>Risks/Assumptions:</u></b></p> <ul style="list-style-type: none"> <li>Policy and institutional reforms and modifications recommended by the project are politically, technically, and financially feasible</li> </ul> |
|  | <u>Mandatory Indicator 3:</u> Number of additional people benefitting from enhanced absorptive capacities and strengthened livelihoods through solutions for management of natural resources, ecosystems services, chemicals and waste   | <ul style="list-style-type: none"> <li>The baseline for number of people and communities benefitting from enhanced absorptive capacities and strengthened livelihoods is also artificially set at zero.</li> </ul>   | <ul style="list-style-type: none"> <li>At least 500 stakeholder representatives have benefitted by month 44 (or by the completion of the terminal evaluation)</li> <li>The project will seek to identify new (at least one) partnerships for the sustainable financing of natural resource management at the national and sub-national levels with the project identifying new and additional people (at least 30) and communities (at least three) benefitting from new relevant livelihoods in the related areas of natural resource management.</li> </ul> | <p><b><u>Means of Verification:</u></b></p> <ul style="list-style-type: none"> <li>Meeting Minutes</li> <li>Working group and workshop reports and products</li> </ul> <p><b><u>Risks/Assumptions:</u></b></p> <p>Project beneficiaries demonstrate a fundamental improvement in their understanding of the issues and are pre-disposed to adopt new and alternative approaches to meet their livelihood needs</p>  |
|  | <u>Indicator 4:</u><br><br>Targeted national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities are strengthened   | <ul style="list-style-type: none"> <li>Sudan's institutional arrangements for environmental management are limited</li> <li>There is poor institutionalization of environmental issues into national developmental planning and policy-making</li> <li>In addition to the restricted access to environmental data and information, there are also real deficiencies in the amount of consistent and reliable data that is available.</li> <li>Lack of effective national coordination</li> </ul>   | <ul style="list-style-type: none"> <li>Strengthened policy and legal instruments</li> <li>Enhanced capacities to mainstream, develop, and apply policies and legislative frameworks for the cost-effective implementation of the three Rio Conventions</li> <li>Early implementation of an environmental management information system for improved monitoring and assessment of global environmental impacts and trends</li> <li>Environmental attitudes and values for the global environment are improved</li> </ul>                                       | <p><b><u>Means of Verification:</u></b></p> <ul style="list-style-type: none"> <li>UNDP quarterly progress report</li> <li>Capacity Development Scorecard</li> <li>Independent final evaluation reports</li> <li>Meeting Minutes</li> <li>Working Group meeting reports</li> <li>UNDP quarterly progress reports</li> <li>Independent final evaluation reports</li> <li>Rio Convention national reports and communications</li> <li>GEF Cross-Cutting Capacity Development Scorecard</li> </ul>   |

|   | Objective and Outcome Indicators   | Baseline  | End of Project Target <sup>22</sup>   | Data Collection Methods and Risks/Assumptions   |
|---|--|---|---|---|
|   |  | <ul style="list-style-type: none"> <li>General lack of awareness for the public in general, within sectoral institutions, and all the way up</li> <li>At present, there is an insufficient understanding of the value that the Rio Conventions can contribute to national socio-economic development by facilitating environmentally sound and sustainable development</li> </ul>                   | <ul style="list-style-type: none"> <li>NCSA is updated by month 42</li> </ul>   | <p><b><u>Risks/Assumptions:</u></b></p> <ul style="list-style-type: none"> <li>Internal resistance to change</li> <li>Political commitment to apply institutional reforms</li> <li>The project will be executed in a transparent, holistic, adaptive, and collaborative manner</li> <li>Government staff and non-state stakeholder representatives are actively engaged in the project</li> <li>Frameworks developed by the project are politically, technically, and financially feasible</li> </ul>   |
| <b>Component/Outcome1</b><br><br>Strengthened policy and legal instruments.   | <u>Indicator 5:</u> Policy and legal instruments are strengthened to catalyze the use of natural resource considerations in decision-making. | There is poor institutionalization of environmental issues into national developmental planning and policy-making   | <ul style="list-style-type: none"> <li>SWOT and Gap analysis of existing environmental policies and legislation, and the effectiveness of their enforcement</li> <li>Policy and regulatory framework through improved operational interpretation, enforcement tools, and by-laws</li> </ul> | <p><b><u>Means of Verification:</u></b></p> <ul style="list-style-type: none"> <li>SWOT analysis, assessment, and recommendations report</li> <li>By-laws and operational guidance</li> </ul>   |
|   |  |   |   | <p><b><u>Risks/Assumptions:</u></b></p> <ul style="list-style-type: none"> <li>Reports and analyses are deemed legitimate, relevant, and valid among all key stakeholder representatives</li> <li>Members of the working group will be comprised of proactive experts and project champions</li> <li>Institutions and working groups are open to proposed agreements and there is no active institutional resistance</li> <li>Enabling policy and legislation in place to support the signing of an appropriate agreement</li> <li>Institutions follow through on commitments under an appropriate agreement</li> </ul> |
| <b>Component/Outcome 2</b><br><br>Enhanced capacities to mainstream, develop, and apply policies and legislative frameworks for the cost-effective implementation of the three Rio Conventions. | <u>Indicator 6:</u><br>Consultative and decision-making processes for sector mainstreaming of Rio Convention obligations are strengthened.   | <ul style="list-style-type: none"> <li>There is frequent overlap of responsibilities leading to actions that are incongruous to the environmental management efforts of other actors</li> <li>Limited institutional capacity, particularly at the state level, to manage, coordinate and follow-up on the national implementation of the Rio Conventions and other donor-funded projects</li> </ul> | <ul style="list-style-type: none"> <li>In-depth analysis of institutional arrangements for mainstreaming and monitoring of Rio Convention implementation</li> <li>Consultative and decision-making processes strengthened</li> </ul>  | <p><b><u>Means of Verification:</u></b></p> <ul style="list-style-type: none"> <li>Information-sharing and collaborative agreements, inter-ministerial committees on MEAs, and non-governmental consultative committees that include the private sector, NGOs, and academia.</li> </ul>   |
|   | <u>Indicator 7:</u> Targeted updating and streamlining of institutional mandates   | <ul style="list-style-type: none"> <li>Sudan's institutional arrangements for environmental management are inadequate</li> </ul>  | <ul style="list-style-type: none"> <li>Institutional mandates to facilitate and catalyze long-term action to meet global environmental obligations are updated and streamlined</li> </ul>   | <p><b><u>Means of Verification:</u></b></p> <ul style="list-style-type: none"> <li>Signed agreements</li> <li>Validation workshop reports</li> </ul>  |

|  | Objective and Outcome Indicators  | Baseline  | End of Project Target <sup>22</sup>  | Data Collection Methods and Risks/Assumptions   |
|--|---|---|--|---|
|  | and enhanced monitoring and compliance arrangements   |   | <ul style="list-style-type: none"> <li>Enhanced monitoring and compliance arrangements, e.g., environmental impact and strategic environmental assessments</li> </ul>  | <p><b><u>Risks/Assumptions:</u></b></p> <p>Stakeholders fully participate in inter-agency collaboration and improving and aligning the mandates of key institutions to institutionalize natural resource valuation.</p>   |
|  | Indicator 8: Demonstration and early implementation of integrated environmental-development best practices that reflect global environmental priorities and the Post-2015 Sustainable Development Goals | <ul style="list-style-type: none"> <li>Requirements of the Rio Conventions are not adequately incorporated in sectoral development planning</li> </ul>  | <ul style="list-style-type: none"> <li>High value sectoral development plan for pilot mainstreaming exercises selected by month 6</li> <li>Demonstration of best practices and early implementation completed by month 42</li> <li>Lessons learned culled and report prepared by month 42</li> </ul> | <p><b><u>Means of Verification:</u></b></p> <ul style="list-style-type: none"> <li>One high value sectoral development plan piloted</li> <li>Feasibility study</li> <li>Lessons learned report</li> <li>Photographs</li> </ul> <p><b><u>Risks/Assumptions:</u></b></p> <ul style="list-style-type: none"> <li>Plan developed by the project is politically, technically, and financially feasible</li> </ul>  |
| <b>Component/Outcome 3</b><br>Setting up and early implementation of an environmental management information system for improved monitoring and assessment of global environmental impacts and trends. | Indicator 9: Institutional mapping and design of an optimal environmental data and information management system (EDIMS) for the global environment   | <ul style="list-style-type: none"> <li>Sudan's environmental information monitoring and management system is inadequate, with outdated technology and methods</li> <li>There are insufficient technical trainings and transfer of technology needs, barriers to access new and best practice knowledge, and inadequate awareness and understanding of the public of the importance of sound environmental management</li> </ul> | <ul style="list-style-type: none"> <li>Institutional analysis and mapping</li> <li>Best practice technological structures for data collection, storage, and sharing designed.</li> </ul>   | <p><b><u>Means of Verification:</u></b></p> <ul style="list-style-type: none"> <li>Lessons learned report and roadmap</li> <li>Feasibility study</li> <li>Institutional analysis and mapping report</li> </ul> <p><b><u>Risks/Assumptions:</u></b></p> <ul style="list-style-type: none"> <li>Best practices and lessons learned from other countries are appropriately used</li> <li>This feasibility study will be validated at the state, regional, and national levels.</li> <li>Independent peer review of the options ensures that there are no conflicts of interest and that the selected arrangements for structuring the EDIMS remain the most cost-effective and institutionally sustainable.</li> </ul> |
|  | Indicator 10: Development of new and improved global environmental indicators for select high priority sectoral development plan  | <ul style="list-style-type: none"> <li>Requirements of the Rio Conventions are not adequately incorporated in sectoral development planning</li> <li>Local environmental management and decision-making is suffering from poor data collection, management, and analysis.</li> </ul>  | <ul style="list-style-type: none"> <li>EDIMS monitoring plan is tested and finalized</li> <li>Full set of data and other relevant indicators and information to include in the EDIMS selected and integrated into the EDIMS by month 30</li> </ul>   | <p><b><u>Means of Verification:</u></b></p> <ul style="list-style-type: none"> <li>Meeting minutes</li> <li>Feasibility study</li> <li>Peer reviewer comments</li> <li>Indicators</li> </ul> <p><b><u>Risks/Assumptions:</u></b></p> <ul style="list-style-type: none"> <li>Indicators developed by the project are technically sound</li> </ul>  |
|  | Indicator 11: Early implementation of the integrated environmental data and information management system through a select sectoral plan  | Technical and institutional capacities for environmental and natural resource management are inadequate and there is a need for capacity building.  | <ul style="list-style-type: none"> <li>Targeted networking and updating of existing data and information management systems</li> <li>Learning-by-doing training on improved methodologies and analytical skills for interpreting global environmental trends</li> </ul>                              | <p><b><u>Means of Verification:</u></b></p> <ul style="list-style-type: none"> <li>Training material</li> <li>Workshop attendance list</li> <li>Technical manual</li> <li>EDIMS is modified as needed</li> <li>One or two environmental impact assessments</li> <li>Lessons learned report</li> </ul>   |

|  | Objective and Outcome Indicators  | Baseline   | End of Project Target <sup>22</sup>   | Data Collection Methods and Risks/Assumptions  |
|--|---|--|---|--|
|  |   |  | and formulating integrated environmental-sectoral development <ul style="list-style-type: none"> <li>EDIMS is updated based on testing so that it is fully functional by the end of the project and ready for post-project replication and scaling up.</li> </ul>   | <b><u>Risks/Assumptions:</u></b> <ul style="list-style-type: none"> <li>The various government authorities maintain commitment to the project and are open to change</li> <li>Best practices and lessons learned from other countries are appropriately used</li> </ul>  |
|  | Indicator 12:<br>Resource mobilization strategy   | <ul style="list-style-type: none"> <li>The government agencies responsible for the Rio Conventions have limited budgetary funds</li> <li>The availability of significant resources from the international donor community to address environmental issues has led to the deleveraging of government budgetary allocations to address environmental priorities</li> <li>There is a lack of financial resources available for environmental monitoring, processing and exchange, and an inefficient use of limited resources for monitoring</li> </ul>   | <ul style="list-style-type: none"> <li>Analysis of the economic instruments is drafted, peer reviewed, and completed by month 19</li> <li>Analysis is rated as high quality by at least 10 independent expert peer reviewers.</li> <li>Pilot exercises are developed by month 23</li> <li>Feasibility study is drafted and peer reviewed and endorsed by stakeholders at a validation</li> <li>The draft is peer reviewed by at least 20 national experts, and validated by month 42</li> <li>At least 50 representatives from the main stakeholder constituencies actively consulted on the draft</li> <li>Resource mobilization strategy is approved by Project Steering Committee and Rio Convention focal points by month 44</li> </ul> | <b><u>Means of Verification:</u></b> <ul style="list-style-type: none"> <li>Feasibility study</li> <li>Reviewer notes</li> <li>Resource mobilization strategy</li> </ul>   |
|  |   |  |   | <b><u>Risks/Assumptions:</u></b> <ul style="list-style-type: none"> <li>Analyses are deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions</li> <li>Expert peer reviewers follow through with quality reviews</li> <li>Strategy and plan developed by the project are politically, technically, and financially feasible</li> </ul>   |
| <b>Component/Outcome 4</b><br><br>Improved environmental attitudes and values for the global environment | Indicator 13: Collectively and over the four years of project implementation, the awareness-raising workshops engage over 700 unique stakeholders | <ul style="list-style-type: none"> <li>Awareness of Rio Convention mainstreaming is limited, and stakeholders do not fully appreciating the value of conserving the global environment.</li> <li>The population in rural areas do not have an adequate understanding of global environmental issues</li> <li>Despite the fact that many stakeholders are aware of the global environmental issues, they do not use the available information for decision-making or the development of strategic document</li> <li>Currently, there is insufficient understanding of the value that the Rio Conventions can contribute to national socio-economic development by facilitating environmentally sound and sustainable development</li> </ul> | <ul style="list-style-type: none"> <li>Project Launch and Results Conference held by months 3 and 44</li> <li>One-day Kick-Off Conference is held within three (3) months of project initiation, over 100 participants attend</li> <li>One-day Project Results Conference is held by month 44, over 100 participants attend</li> <li>Two broad-based surveys are carried out by month 7 and by month 44(N&gt;250 for each survey)</li> <li>Baseline awareness report is prepared by month 7</li> <li>Project end awareness report is prepared by month 44</li> <li>Design of public awareness campaign is</li> </ul>  | <b><u>Means of Verification:</u></b> <ul style="list-style-type: none"> <li>Working Group and workshop reports and products, including public awareness strategy and programme</li> <li>Workshop and dialogue registration lists</li> <li>Meeting minutes</li> <li>Tracking and progress reports</li> <li>Reports on social media indicators, e.g., website updates and unique site visits</li> <li>Baseline awareness report</li> <li>Public policy dialogues</li> <li>Media awareness workshops</li> <li>Private sector sensitization panel discussions</li> </ul> |
|  |   |  |   | <b><u>Risks/Assumptions:</u></b> <ul style="list-style-type: none"> <li>The various government authorities maintain commitment to the project</li> <li>Survey respondents contribute their honest attitudes and values</li> <li>Survey results will show an increased awareness and understanding of the Rio Conventions' implementation</li> </ul>  |

|  | Objective and Outcome Indicators   | Baseline  | End of Project Target <sup>22</sup>   | Data Collection Methods and Risks/Assumptions  |
|--|--|---|---|--|
|  |  | <ul style="list-style-type: none"> <li>The general public remains generally unaware or unconcerned about the contribution of the Rio Conventions to meeting and satisfying local and national socio-economic priorities</li> </ul>  | <p>completed by month 8</p> <ul style="list-style-type: none"> <li>National and sub-national awareness-raising workshops held</li> <li>Three (3) public policy dialogues are held with at least 30 local representatives, the first by month 13, the last by month 37</li> <li>At least five (5) media awareness workshops are held, each with at least 20 participating media representatives</li> <li>At least three (3) private sector sensitization panel discussions are held</li> </ul> | <p>through national environmental legislation over time</p> <ul style="list-style-type: none"> <li>Changes in awareness and understanding of Rio Convention mainstreaming can be attributed to project activities (survey questionnaire can address this issue)</li> <li>Media awareness workshops increase reporting in the popular literature on social and economic values of conserving Sudan's environment as well as the important losses associated with environmental degradation.</li> <li>Private sector representatives are open to learn about Rio Convention mainstreaming values and opportunities, and will actively work to support project objectives</li> <li>Internal resistance to change</li> <li>Non-state stakeholder representatives, in particular project champions, remain active participants in the project</li> <li>Public dialogues attract people that are new to the concept of Rio Convention mainstreaming, as well as detractors, with the assumption that dialogues will help change attitudes in a positive way</li> <li>The right representation from the various government ministries, departments, and agencies participate in project activities</li> <li>There is sufficient commitment from policy-makers to maintain long-term support to public awareness raising activities</li> <li>Development partners implementing parallel public awareness campaigns are willing to modify, as appropriate, their activities to supporting the awareness activities of the present project to create synergies and achieve cost-effectiveness</li> </ul> |
|  | <p><u>Indicator 15:</u> Awareness is improved through brochures articles, public service announcement(s), and education modules.</p> | <ul style="list-style-type: none"> <li>The population in rural areas do not have an adequate understanding of global environmental issues</li> <li>At present, there is insufficient understanding of the value that the Rio Conventions can contribute to national socio-economic development by facilitating environmentally sound</li> </ul> | <ul style="list-style-type: none"> <li>Education module is prepared and approved by 14</li> <li>At least three (3) high schools have implemented the education module by month 39</li> <li>One PSA completed for television or radio by month 12, with the first airing by month 15.</li> <li>At least 50 airings of the PSA on</li> </ul>  | <p><b><u>Means of Verification:</u></b></p> <ul style="list-style-type: none"> <li>Working Group and workshop reports and products, including education module</li> <li>Meeting minutes</li> <li>Tracking and progress reports</li> <li>Participant registration lists</li> <li>PSAs</li> <li>Brochures and articles</li> <li>Education module</li> </ul>  |



|   | Objective and Outcome Indicators  | Baseline  | End of Project Target <sup>22</sup>   | Data Collection Methods and Risks/Assumptions   |
|---|---|---|---|---|
|   |   | and sustainable development   | television or at least 100 airings of the PSA on radio, by month 34. <ul style="list-style-type: none"> <li>At least 12 articles on the relevancy of the Rio Conventions to Sudan's national socio-economic development published at least every two months with the first by month 6</li> <li>Each article is published as a brochure, at least 100 copies each and distributed to at least two high value special events for greatest impact</li> </ul>   | <b><u>Risks/Assumptions:</u></b> <ul style="list-style-type: none"> <li>Awareness module will be popular with teachers, students, and their parents</li> <li>Awareness modules will be effective</li> <li>Awareness module will be popular with civil servants</li> <li>PSAs will be listened to and not skipped over</li> <li>The content of PSAs will be absorbed</li> <li>Articles published in the popular media will be read and not skipped over</li> <li>Brochures will be read and the content absorbed</li> </ul>  |
|   | <b><u>Indicator 16:</u></b><br><br>Improved Internet visibility of the value of protecting the global environment to socio-economic development priorities  | Awareness of Rio Convention mainstreaming is limited, and stakeholders do not fully appreciating the value of conserving the global environment.  | <ul style="list-style-type: none"> <li>Website is regularly updated, at least once a month with new information, articles, and relevant links on Rio Convention mainstreaming.</li> <li>Number of unique visits to the Rio Convention mainstreaming webpages increased by at least 10% between the launch of the website and the time of the terminal evaluation</li> <li>Convene working group meetings among key agencies that have websites relevant to environmental governance and negotiate opportunities to improve the design and content of their respective webpages.</li> <li>Create a Facebook page on environmental information and Rio Convention mainstreaming.</li> </ul> | <b><u>Means of Verification:</u></b> <ul style="list-style-type: none"> <li>Facebook page on environmental information and Rio Convention-</li> </ul><br><b><u>Risks/Assumptions:</u></b> <ul style="list-style-type: none"> <li>Institutions and workings groups are open to reforms and there is no active institutional resistance</li> </ul>  |
| <b>Component/</b><br><br><b>Outcome 5</b><br>Updated National Capacity Self-Assessment (NCSA) | <b><u>Indicator 17:</u></b><br><br>The NCSA is updated to reflect changes and new priorities to meet and sustain global environmental obligations, including other international development goals such as the post 2015-Sustainable Development goals. | <ul style="list-style-type: none"> <li>The NCSA was prepared in 2008</li> <li>Since the NCSA, Sudan has undertaken several initiatives to address barriers in the NCSA. Despite the important contributions from various bilateral and multilateral development agencies however, Sudan continues to face a number of difficulties in meeting global environmental objectives.</li> </ul> | <ul style="list-style-type: none"> <li>Updated focal area assessments of capacity challenges to meet and sustain Rio Convention obligations</li> <li>Cross-cutting analysis of systemic, institutional, and individual capacity development needs and priorities</li> <li>Updated NCSA Final Report that includes a Capacity Development Strategy and Action Plan</li> </ul>  | <b><u>Means of Verification:</u></b> <ul style="list-style-type: none"> <li>Cross-cutting analysis</li> <li>Updated NCSA Final Report that includes a Capacity Development Strategy and Action Plan</li> </ul><br><b><u>Risks/Assumptions:</u></b> <ul style="list-style-type: none"> <li>Survey respondents contribute their honest attitudes and values</li> <li>The right representation from the various government ministries, departments, and agencies participate in project activities</li> <li>Assessments are deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions</li> <li>Best practices and lessons learned from other countries are appropriately used</li> <li>Expert peer reviewers follow through with quality</li> </ul> |

|  | Objective and Outcome Indicators | Baseline | End of Project Target <sup>22</sup> | Data Collection Methods and Risks/Assumptions  |
|--|----------------------------------|----------|-------------------------------------|--|
|  |                                  |          |                                     | reviews <ul style="list-style-type: none"><li>• Action Plan politically, technically, and financially feasible</li><li>• Final Report is deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions</li><li>• The approval process is transparent and deemed valid by all stakeholders</li></ul> |

## Annex 6: Performance Rating of GEF Projects

The main dimensions of project performance on which ratings are provided in terminal evaluation are outcomes, sustainability, quality of monitoring and evaluation, quality of implementation, and quality of execution.

### Outcome ratings

The overall ratings on the outcomes of the project will be based on performance of the criteria of relevance, effectiveness and efficiency. A six-point rating scale is used to assess overall outcomes.

|                                |  |
|--------------------------------|--|
| Highly Satisfactory (HS)       | Level of outcomes achieved clearly exceeds expectations and/or there were no short comings         |
| Satisfactory (S)               | Level of outcomes achieved was as expected and/or there were no or minor short comings             |
| Moderately Satisfactory (MS)   | Level of outcomes achieved more or less as expected and/or there were moderate short comings       |
| Moderately Unsatisfactory (MU) | Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings |
| Unsatisfactory (U)             | Level of outcomes achieved substantially lower than expected and/or there were major short comings |
| Highly Unsatisfactory (U)      | Only a negligible level of outcomes achieved and/or there were severe short comings                |
| Unable to Assess (UA)          | The available information does not allow an assessment of the level of outcome achievements        |

### Sustainability Ratings

The sustainability will be assessed taking into account the risks related to financial, sociopolitical, institutional, and environmental sustainability of project outcomes. The evaluator may also take other risks into account that may affect sustainability. The overall sustainability will be assessed using a four-point scale.

|                          |  |
|--------------------------|--|
| Likely (L)               | There is little or no risks to sustainability                                    |
| Moderately Likely (ML)   | There are moderate risks to sustainability                                       |
| Moderately Unlikely (MU) | There are significant risks to sustainability                                    |
| Unlikely (U)             | There are severe risks to sustainability   |
| Unable to Assess (UA)    | Unable to assess the expected incidence and magnitude of risks to sustainability |

### Monitoring and Evaluation Ratings

Quality of project M&E are assessed in terms of design and implementation on a six point scale:

|                                |   |
|--------------------------------|---|
| Highly Satisfactory (HS)       | There were no short comings and quality of M&E design / implementation exceeded expectations                |
| Satisfactory (S)               | There were no or minor short comings and quality of M&E design / implementation meets expectations          |
| Moderately Satisfactory (MS)   | There were some short comings and quality of M&E design/implementation more or less meets expectations      |
| Moderately Unsatisfactory (MU) | There were significant shortcomings and quality of M&E design / implementation somewhat lower than expected |
| Unsatisfactory (U)             | There were major short comings and quality of M&E design/implementation substantially lower than expected   |
| Highly Unsatisfactory (U)      | There were severe short comings in M&E design/ implementation   |
| Unable to Assess (UA)          | The available information does not allow an assessment of the quality of M&E design / implementation        |

**Implementation and Execution Rating**

Quality of implementation and of execution will be rated separately. Quality of implementation pertains to the role and responsibilities discharged by the GEF Agencies that have direct access to GEF resources. Quality of Execution pertains to the roles and responsibilities discharged by the country or regional counterparts that received GEF funds from the GEF Agencies and executed the funded activities on ground. The performance will be rated on a six-point scale.

|                                |  |
|--------------------------------|--|
| Highly Satisfactory (HS)       | There were no short comings and quality of implementation / execution exceeded expectations                |
| Satisfactory (S)               | There were no or minor short comings and quality of implementation / execution meets expectations          |
| Moderately Satisfactory (MS)   | There were some short comings and quality of implementation / execution more or less meets expectations    |
| Moderately Unsatisfactory (MU) | There were significant shortcomings and quality of implementation / execution somewhat lower than expected |
| Unsatisfactory (U)             | There were major short comings and quality of implementation / execution substantially lower than expected |
| Highly Unsatisfactory (U)      | There were severe short comings in quality of implementation / execution                                   |
| Unable to Assess (UA)          | The available information does not allow an assessment of the quality of implementation / execution        |

## **Annex 7: Evaluation Report Outline<sup>24</sup>**

- Title page
- Title of UNDP-supported GEF-financed project
- UNDP PIMS ID and GEF ID
- TE timeframe and date of final TE report
- Region and countries included in the project
- GEF Focal Area/Strategic Program
- Executing Agency, Implementing partner and other project partners
- TE Team members
- Acknowledgements
- Table of Contents
- Acronyms and Abbreviations

### **Executive Summary (3-4 pages)**

- Project Information Table
- Project Description (brief)
- Evaluation Ratings Table
- Concise summary of findings, conclusions and lessons learned
- Recommendations summary table

### **Introduction (2-3 pages)**

- Purpose and objective of the TE
- Scope
- Methodology
- Data Collection & Analysis
- Ethics
- Limitations to the evaluation
- Structure of the TE report

### **Project Description (3-5 pages)**

- Project start and duration, including milestones
- Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
- Problems that the project sought to address: threats and barriers targeted
- Immediate and development objectives of the project
- Expected results
- Main stakeholders: summary list
- Theory of Change

### **Findings**

- (in addition to a descriptive assessment, all criteria marked with (\*) must be given a rating)
- **Project Design/Formulation**
- **Analysis of Results Framework:** project logic and strategy, indicators

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<sup>24</sup>The presented TE Report outline is based on the 2020 UNDP/GEF TE guidelines that reflect the GEF-7 project development template. However, the project was prepared according to the GEF-6 project development template that was not identical with the GEF-7 template.

- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector

### **Project Implementation**

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
- UNDP implementation/oversight (\*) and Implementing Partner execution (\*), overall project implementation/execution (\*), coordination, and operational issue

### **Project Results**

- Progress towards objective and expected outcomes (\*)
- Relevance (\*)
- Effectiveness (\*)
- Efficiency (\*)
- Overall Outcome (\*)
- Country ownership
- Gender
- Other Cross-cutting Issues
- Social and Environmental Standards
- Sustainability: financial (\*), socio-economic (\*), institutional framework and governance (\*), environmental (\*), and overall likelihood (\*)
- Country Ownership
- Gender equality and women's empowerment
- Cross-cutting Issues
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to Impact

### **Main Findings, Conclusions, Recommendations & Lessons Learned**

- Main Findings
- Conclusions
- Recommendations
- Lessons Learned

### **Annexes**

- TE ToR (excluding ToR annexes)
- TE Mission itinerary
- List of persons interviewed
- List of documents reviewed
- Summary of field visits

- Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
- Questionnaire used and summary of results
- Co-financing tables (if not include in body of report)
- TE Rating scales
- Signed Evaluation Consultant Agreement form
- Signed UNEG Code of Conduct form
- Signed TE Report Clearance form
- *Annexed in a separate file:* TE Audit Trail
- *Annexed in a separate file:* relevant terminal GEF Tracking Tool(Capacity Development Scorecard at TE stage)

## Annex 8: Evaluation Consultant Agreement Form

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

Evaluators:

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 an 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 if and how issues should be reported.
5. 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 clearly respects the stakeholders' dignity and self-worth.
6. 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 imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Name of Consultant: Dalibor Kysela

Name of Consultancy Organization (where relevant): N.A.

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

Signed at Vienna

Signature: 



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

## Evaluators:

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.
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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 if and how issues should be reported.
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6. 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 imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Name of National Consultant: Prof. Mahmoud Ahmed

Name of Consultancy Organization (where relevant): \_\_\_\_\_

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

Signed at Khartoum

Signature: \_\_\_\_\_



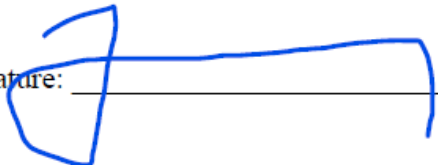
18/12/2022

Annex 9: Evaluation 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 Country Office

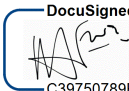
Name: Jos De La Haye, UNDP Deputy Representative (Programme)

Signature: 

Date: 21st December 2022

UNDP GEF RTA

Name: Mr. Stephen Gitonga

Signature:   
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Date: 23-Dec-2022

**Annex 10: Audit Trail - annexed as a separate file**

**Annex 11: TE – Tracking tool (Capacity Development Scorecard) – annexed as a separate file**