

**Terminal evaluation of the**

**Enabling Activities for the Preparation of Sierra Leone's Second National  
Communications to the United Nations Framework Convention on Climate  
Change (UNFCCC) Project**

**Sierra Leone**

UNDP ID# 00055915

Evaluation Period 2009 – 2012

Implementing Partner: Sierra Leone Meteorological Department, Climate Change  
Project Office

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## **Executive Summary**

### **1.1 Background**

The Second National Communication (SNC) of Sierra Leone is the continuation of previous work done in the Initial National Communications. The project enables Sierra Leone to present the information in a consistent, transparent and comparable as well as flexible manner, taking into account specific national circumstances. All principle aspects from the “Guidelines for the Preparation of National Communication from Parties Not Included in Annex I to the Convention” will be considered in the SNC. Data gaps will be covered and reliability improved as far as possible. As against the first communication, in which all sectors and problems were investigated at an equal level, in the second communication different approaches for the different sectors and components according to their prioritization and degree of vulnerability will be used. However, integrated assessment will be the final outcome of the study. The main components of the project are: (1) Description of National Circumstances; (2) Inventories of anthropogenic greenhouse gas emissions and sinks; (3) Mitigation of GHGs; (4) Vulnerability, Impacts and Adaptation Assessment; (5) Capacity-building to assess technology needs, modalities to absorb them and host projects. Beside the preparation of the National Communication, the project aims to continue the enhancement of general awareness and knowledge on climate change related issues in Sierra Leone and strengthen the ability of Sierra Leone to participate in different

mechanisms directed to abate the GHG emissions from its territory and to fulfill other commitments to the UNFCCC.

## **1.2 Conduct of the Terminal Evaluation**

It is a required practice as per the UNDP/GEF Monitoring and Evaluation Policies and Guidelines<sup>1</sup> to carry out a Terminal Evaluation (TE) of the Enabling Activities for the Preparation of Sierra Leone's Second National Communications to the United Nations Framework Convention on Climate Change (UNFCCC) project. This is to gauge and examine the gains made towards achieving the outcomes and objectives of the Enabling Activities for the Preparation of Sierra Leone's Second National Communications to the United Nations Framework Convention on Climate Change (UNFCCC) project.

This evaluation was conducted by a single independent evaluator. Mixed methodology consisting of a desk review, interviews, small group discussions and questionnaires were used.

In short, the terminal evaluation report is expected to show the lessons learnt and recommendations to be used in defining further replication and implementation of similar project in the future.

## **1.3 General Findings of the Terminal Evaluation**

The Enabling Activities for the Preparation of Sierra Leone's Second National Communications to the United Nations Framework Convention on Climate Change (UNFCCC) project terminal

evaluation found that the implementation of the project activities were largely effective and efficient in the technical, administrative and financial perspective. However, implementation was constraint due to the limited availability of local climate scientists to carry out the many researches as stipulated in the project document activities. Though there were no major changes to the activities implemented to that in the project document; there were delays in the implementation plan due to the late start of the project and disbursement of funds to the implementing partner (IP). The Sierra Leone's Second National Communications to the United Nations Framework Convention on Climate Change (UNFCCC) Report was submitted to the UNFCCC in November 2012 and has been posted on the UNFCCC website.

During the duration of the project, there was no mid-term evaluation nor any formal evaluation was conducted, however, activities were conducted to ensure proper monitoring and evaluation was done. Quarterly narrative and financial reports were provided by the Climate Change Project Office to the United Nations Development Programme (UNDP) which documented project activities and expenditures in relation to output delivery and progress towards achieving the outcome.

The implementation of the project saw a high caliber of technical experts contributing to the project with a strong quality works and researches. As the project dealt with climate change which is a cross cutting issue, there were strong interplays with all key Ministries, Departments and Agencies (MDAs) with collaboration on all activities in ensuring the project addresses the needs of all institutions ranging from gender inclusion to combat climate change to climate predictions to agriculture, fisheries, tourism etc. MDAs and the academia formed the steering

committee of the projects which further strengthened planning, collaboration, coordination and decision making.

Due to the project was implemented under the National Implementation Modality (NIM), the relationship between the IP and the UNDP was excellent. There were constant discussions between the UNDP and the Enabling Activities for the Preparation of Sierra Leone's Second National Communications to the United Nations Framework Convention on Climate Change (UNFCCC) project coordinator in adapting to novel ways in ensuring the project is not only able to meet its outcome, but capturing the recommendations of MDAs and other emerging concepts.

The Enabling Activities for the Preparation of Sierra Leone's Second National Communications to the United Nations Framework Convention on Climate Change (UNFCCC) project covered the length and breathe of Sierra Leone with active and enthusiastic involvement of communities' participation in the project activities. The communities helped in shaping the outreach component of the project with vital contributions to the endogenous researches and communities inclusion to the findings. There was also the use of both the print and electronics with respect to information dissemination to the wider public.

The Terminal Evaluation found out that there is the strong probability for the sustainability of project outputs and proposed activities to the government in mitigating and adapting to the impacts of climate change even after the project has been completed. This is so because there is a strong commitment on the part of the government to integrated the climate change agenda as the National Secretariat for Climate Change has been established to follow up on the outputs of the

Enabling Activities for the Preparation of Sierra Leone’s Second National Communications to the United Nations Framework Convention on Climate Change (UNFCCC) project. The Agenda for Prosperity which is been worked on showed strong lining to integrating climate smart technologies to development plans thereby creating a conducive sociopolitical environment is supportive.

Financial resources to further pursue the Climate Change agenda will be available, and in fact the country has been to gain funding to conduct the Third National Communications.

#### 1.4 Results and Impacts

<b>Main activities</b>	<b>Sub activities</b>	<b>Results &amp; impacts</b>
<b>Project Formulation</b>	Conceptualization	Satisfactory
	Stakeholder participation	Highly satisfactory
<b>Project Implementation</b>	Implementation Approach	Highly satisfactory
	Monitoring and Evaluation	Satisfactory
	Stakeholder participation in implementation	Highly satisfactory
<b>Project outcome</b>	Attainment of outcomes	Highly satisfactory

	Achievement of objectives	Highly satisfactory
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### **1.5 Lessons learnt**

The lessons learnt from the implementation of the project which can be used to better shape future project are as follow;

- Project implementation can benefit significantly from external support provided by specialised agencies and the academia which can be used by the project team to achieve project outputs and goals as well as overcoming technical and other bureaucratic bottlenecks.
- There should be a common institutional procedure in the implementation of a NIM project for the ease of procurement, payments, review of activities and financial reports etc.
- A strong collaboration and cooperation between and among MDAs, academia and local authorities especially if they form part of the steering committee can facilitate better planning and decision-making at all level thereby improving collective responsibility and successful implementation of projects outputs.
- Though the project focuses on climate science; the targets in its education activities should be characterize with messages on the “realities” of the economic and social implications of climate change to their lives and livelihoods. This will increase public

appetite for the science and increase knowledge and buy-in on mitigation and adaption programmes of actions.

- Due to the limited number of qualified technical personnel to undertake the various researches outlined in the obligations of the convention; more efforts should be put in collaboration with the universities to hand pick brilliant students who can trained and become a useful tool/researcher in the future.

## 2.1

### **Introduction**

Sierra Leone is in the south-western part of West Africa and lies between latitudes 7° and 10° north of the equator and longitude 10° and 13° west of the Greenwich Meridian. The country has a surface area of about 72,325 km<sup>2</sup> and bordered in the northeast by the Republic of Guinea, in the south and southeast by the Republic of Liberia and in the west by the North Atlantic Ocean. The country has a population of nearly 5 million based on the 2004 National Census and is growing at 2.5% per annum.

Sierra Leone has been identified by the United Nations as one of the fifty Least Developed Countries (LDCs). Her economic and social development factors pose a major challenge in attaining sustainable human/social and economic growth as the country is vulnerable to many national and international pressures and do not have adequate capacity to absorb climate change shocks.

Sierra Leone ratified the United Nations Framework Convention on Climate Change (UNFCCC) on 22 June 1995 and subsequently the Convention entered into force in Sierra Leone on 20 September 1995. The ultimate objective of the UNFCCC is to achieve stabilization of

greenhouse gas (GHG) concentrations in the atmosphere below a level that would prevent dangerous anthropogenic interference with the global climate system. The UNFCCC obliges Parties to, among others;

- Prepare their national communications
- Develop, update and publish inventory of anthropogenic emissions by sources and removal by sinks.
- Formulate, implement and regular update of national programmes containing measures to mitigate or adapt to climate change.
- Promote and cooperate in the development, application, diffusion and transfer of technologies.
- Promote sustainable management and enhancement of sinks and reservoirs for greenhouse gases.
- Mainstream or integrate climate change into national development.
- Promote and cooperate in scientific technological technical, socio-economic and other research, systemic observation and development of data archives.
- Promote and cooperate in prompt exchange of relevant scientific, technological, technical, socio-economic and legal information

**2.2.**

### **Project details**

The Enabling Activities for the Preparation of Sierra Leone's Second National Communications to the United Nations Framework Convention on Climate Change (UNFCCC) Project is the continuation of previous work done in the Initial National Communications (INC). The project enables Sierra Leone to present information in a consistent, transparent and comparable as well as flexible manner, taking into account specific national circumstances. All principle aspects from the "Guidelines for the Preparation of National Communication from Parties Not Included in Annex I to the Convention" were considered in the SNC. Data gaps were covered and reliability improved *as far as possible*. As against the first communication, in which all sectors and problems were investigated at an equal level, in the second communication different approaches for the different sectors and components according to their prioritization and degree of vulnerability were used. However, integrated assessment was the final outcome of the study. The main components of the project were: (1) Description of National Circumstances; (2) Inventories of anthropogenic greenhouse gas emissions and sinks; (3) Mitigation of GHGs; (4) Vulnerability, Impacts and Adaptation Assessment; (5) Capacity-building to assess technology needs, modalities to absorb them and host projects. Beside the preparation of the National Communication, the project aimed at continuing the enhancement of general awareness and knowledge on climate change related issues in Sierra Leone and strengthen the ability of Sierra Leone to participate in different mechanisms directed to abate the GHG emissions from its territory and to fulfill other commitments to the UNFCCC. The SNC assisted in strengthening the government activities that will be threatened by Climate Change under the Poverty Reduction Strategy. The proposed activities of SNC will aim at improving the capacity of Sierra Leone to be in a position to periodically report its GHG emissions to the UNFCCC. The mitigation

activities will greatly strengthen the capacities of sectors, by improving access to high quality, low emissions technologies for the poor.

## **2.3**

### **Project purpose**

To develop the Second National Communications of Sierra Leone and to communicate to COP information related to implementation of the Convention, in accordance with article 12;

## **2.4**

### **Project Goal**

The goal of this project is to prepare and submit the Second National Communication of Sierra Leone to the Conference of Parties of the UNFCCC through its Secretariat in Bonn.

## **2.5**

### **Project Strategy**

The strategy of the project is to build on experience gained during the implementation of previous projects and various studies from 2006 to date, particularly the Initial National Communication of Sierra Leone. By looking back at the efforts made and the achievements gained and, lifting most of the constraints and addressing the gaps registered) during the

development of the INC of Sierra Leone, it will be possible to provide an improved Second National Communication with more representative data and information.

## **2.6**

### **Project Objectives**

The main objective is to develop the Second National Communications of Sierra Leone through a highly consultative and participatory process of needs assessment, to identify and validate the critical components of the project in Sierra Leone.

### 3.1

#### **Terminal Evaluation**

The terminal evaluation of the UNDP/GEF **Enabling Activities for the Preparation of Sierra Leone's Second National Communications to the United Nations Framework Convention on Climate Change (UNFCCC) Project (ID #00055915)** was conducted in April 2013. This was done in accordance with the GEF Monitoring and Evaluation (M&E) Policy with the aim of:

- Promoting accountability and transparency, and to assess and report on the extent of accomplishments of the outputs/outcome.
- Develop recommendations and lessons learnt to further assist and improve design and implementation of any similar project in the future.
- Contribute to the overall assessment of results in achieving GEF strategic objectives aimed at global environmental benefits.

The total budget for the project was US\$405,000.00. The main objective of the project was the preparation of Sierra Leone's Second National Communication for submission to the Conference of the Parties (COP) of the UNFCCC with components on (1) Description of National

Circumstances; (2) Inventories of anthropogenic greenhouse gas emissions and sinks; (3) Mitigation of GHGs; (4) Vulnerability, Impacts and Adaptation Assessment; (5) Capacity-building to assess technology needs, modalities to absorb them and host projects. The project was also designed to raise awareness and increase education and knowledge on climate change and its relation to the socio-economic foundations of the country as well as to mainstream Climate Change into the national planning and development agendas. The Sierra Leone's Second National Communication was framed to expand on the gains and data developed in the Initial National Communication (INC) and to strengthen the national capacity to respond to emerging climate change issues not captured in the INC.

This evaluation was conducted by a single independent evaluator using methodology consisting of a desk review, interviews, small group discussions and questionnaires. The documents reviewed included the project document, quarter and annual work-plans, quarter financial and narrative reports, the UNDP-GEF guidance policies on the evaluation process etc. The project coordination further explained and provided an overview of the activities implemented by the project. Interviews were held with the Project Manager, Ag Director of the Meteorological Department, the UNDP Programme Manager for Environment, cross section of members of the Steering Committee, and selected consultants who worked on the project.

### 3.2

#### **The Project Development**

As a signatory to the UNFCCC, Sierra Leone is obligated to develop its national communications. The design of this project was developed by the COP and the basic project ideas did not originate at the national level but rather at the global level. The project document was approved by the GEF in August 2008 for duration of three years. However, the project ran for four years due to the late start of activities in 2009. The project ran from 2009 to 2012; wherein the government was able to submit to the UNFCCC its second national communications in November 2012. All activities of the project have been completed at the time of conducting the terminal evaluation.

As per the project agreement, the implementing partner is the Sierra Leone Meteorological Department under the Ministry of Transport and Aviation with the Climate Change Project Office doing the day-to-day operations of the project. MDAs like those of Fisheries, Agriculture, Lands, Energy, Forestry, Tourism, Environment, Education, Health, etc, Academia, NGOs and CBOs were all partners of the project and formed the steering committee. All of these aforementioned agencies contributed to the development and submission to the UNFCCC Sierra Leone's Second National Communications.

## **4.1**

### **Terminal Evaluation Findings**

#### **4.1.1**

##### **Project Formulation**

The reporting mechanisms of the UNFCCC as dictated by the decision of the Conference of Parties oblige all Non-Annex I Parties (to which Sierra Leone ascribes) to prepare and submit national communications to the Conference of Parties. This project and Sierra Leone's Second National Communication is thus a fulfillment of its obligations as a signatory to the UNFCCC. Therefore, the national communications is not unique to the country. However, climate change transcends boundaries; the project contained activities that were critical to Sierra Leone's ability to absorb climate change shocks and ensuring its development gains withstand the tests of time. Though the country had limited contribution to the development of the project which made it rated as satisfactory; she did take every opportunity to domesticate and shape these "global" activities to be best for the country. The adaptation of the project to fit the country's needs in the

implementation of the project to its logical conclusion made the rating for stakeholder participation as highly satisfactory.

The UNDP CO environment team and Regional Office played a crucial role in shaping the project to meet the nation's climate change needs through the provision of technical backstopping, procurement assistance and its Global Support Programme to ensure full national ownership and commitment by all parties.

#### **4.1.1**

##### **Project Implementation**

Overall, the project implementation has been effective and efficient, marred only by delays caused at the start of the project implementation in 2009. These were overcome through fruitful discussions between the government and the UNDP. The project lasted four years instead of three as originally planned; and there were no changes to the project outputs and outcomes. The project started in October 2009. This made it impossible to do twelve months activities within October to December 2009. Therefore, the activities not done in 2009 (year one) were transferred to 2010 (year one extended) and the activities of the other years remaining the same. There was no increase in the original budget or any changes to the activities outlined in the project document.

Implementation of activities was done by a project management implementation unit that is devoid of the Ministry of Transport and Aviation. The project management unit comprises a coordinator, administration and finance associate, a secretary, a driver and a security. A project Steering Committee comprising members of MDAs, Academia, NGOs and CBOs steered the

affairs of the project. The unit is charged with the responsibility to prepared annual work plans timelines, narrative and financial reports, presentations to the steering committees and documentation of lessons learnt and field visit reports.

The steering committee of the project do not just steer the activities' of the project but are in turn expected to cascade the minutes of the meetings and share information and experiences of the project with their respective offices. This made the committee to be a working tool of both their offices and the project through the provision of feedbacks and needs of their offices and how the project can better enhance the service delivery of their offices. This resulted in many agencies offering better services to the public; eg, the climate predication of shoreline of the country resulted in the tourism ministry planting more trees along the shore lines, the ministry of fisheries holding workshops and trainings for staff to mitigate this predicament. Many of the other findings of the project have been adopted by MDAs concerned and efforts are been made to address the recommendations.

There was strong collaboration and coordination between the project and other institutions whose works demand climate change information and the relationship between them and project was excellent. This collaboration of the project is quite remarkable and provides a model for inter-departmental coordination that will much more effectively address national concerns and contribute in a sustainable development of the country. The findings of the project is now been used extensively by the private sector, the universities, farmers' schools etc.

Based on the successes reported by the interviewees and by the observations of this evaluator, project implementation can be rated as Highly Satisfactory.

There was no midterm monitoring and evaluation done for this project nor were there any formal monitoring done. However, monitoring and evaluation were sought through the quarterly narrative and financial reports as well as minutes of the technical task force, steering committees and letters of request and acknowledgment from MDAs. The project was implemented under the NIM which made it possible for all transaction to be coordinated by the government and the UNDP requesting full narrative and financial requests for the disbursement of funds.

Monitoring and evaluation can be assessed as Satisfactory.

Though the national communications is not nationally unique to Sierra Leone, stakeholder involvement is participatory especially in the implementation of the project and the process of shaping activities, national ownership, disseminating information, acquiring knowledge etc. This active involvement made the project captured the everyday socio-economic and cultural needs of the people which is threatened by climate change and thereby maximise the benefits of the project to the country as a whole and the world at large. Findings of the project were largely disseminated to all the fourteen districts will feedbacks incorporated in the report. Though largely a science project; there were wide understandings even to the average layman the effects of climate change. The collaborative efforts of the implementing partners, communities and stakeholders provided by the project to address public education and awareness brought climate change to the wider public. Bill boards, jingles, hand bills were also distributed.

Given the entire above, stakeholder participation in the project can be assessed as Highly Satisfactory.

In terms of financial planning, it is important to note that the SNC project is an enabling activity funded by the Global Environmental Facility with a total GEF budget of US\$405,000.00. Disbursement of funds by UNDP used the Harmonised Approach to Cash Transfer (HACT). The UNDP and the Government of interacted effectively in the execution of all aspects of this project. The Project Manager was selected through an open and transparent recruitment process in accordance with the rules of the UNDP. Value for money was therefore considered to have been achieved since all project activities have been implemented.

Given the entire above, financial management be assessed as Highly Satisfactory

## 5.1

### Outputs' Results

#### *5.1.1 An operational institutional framework is in place for the preparation of the SNC*

This output was met with high satisfaction through the establishment of a project management implementation unit, project steering committee and Task Forces for technical assistance. The Project management implementation team comprises a project coordinator, an administration and finance associate, a secretary, a driver and a security guard for the project premise. The project implementation unit was supervised by the Steering Committee and was under the Climate Change Office in the Sierra Leone Meteorological Department of the Ministry of Transport and

Aviation. Members of the Steering Committee included nominated personnel from MDAs, Academia, NGOs, CBOs and Local Council. The task force also consist members of research institutions, the academia, MDAs and NGOs whose technical advice can be sought in matters of technical issues.

The Steering Committee was responsible for the general management and oversight of the project team and cascade issues arising to their respective agencies as well as integrating recommendations of climate change researched in their institutional plans for better service delivery.

#### 5.1.2 *A detailed and representative description of the National Circumstances of Sierra Leone*

This output was met with high satisfaction through a report and a Chapter on the National Circumstances of Sierra Leone that showed the level of green house gas emissions and sinks for the period under review in Third National Communications to the Conference of Parties that was submitted to UNFCCC. The project was able to compile and use information gathered during stock taking exercise and stakeholder consultations in the description of the National Circumstances as well as a description of climate priorities on the Poverty Reduction Strategy Paper (PRSP), recommending measures for absolute sinks and minimum emissions.

This was done and formed chapter one of the Second National Communications of Sierra Leone to the UNFCCC COP

*5.1.3 A programme and strategy containing measures to mitigate/ adapt to climate change is developed and included in the SNC of Sierra Leone*

This output was met with high satisfactory as the project was able to develop a set of programmes for climate change mitigation and adaption to be undertaken by MDAs whose sustainability and crucial production may be militated by the impacts of climate change. As with the National Adaptation Plan of Action; the programmes of action highlighted in the Second National Communications will form the bases for investment in the many sector researched. This component formed chapters three and four of the Second National Communications of Sierra Leone to the UNFCCC COP

*5.1.4 A report containing information on activities relating to the transfer of, and access to, environmentally sound technologies and know-how, the development and enhancement of endogenous capacities, technologies and know-how, and measures relating to enhancing the enabling environment for development and transfer of technologies is included in the SNC*

This was met with satisfaction with trainings given by the project to sets of technical researchers and universities as well as local communities in enhancing an enabling environment for development and transfer of technologies for climate change. This formed chapter three of the Second National Communications of Sierra Leone to the UNFCCC COP

5.1.5 A report containing information on climate change research and systematic observation is included in the SNC of Sierra Leone

This was met with satisfaction. Though the project was able to assess the current human and institutional capacities available to meet the requirements of the output, determine the risks and barriers inherent in the implementation of the activities, and identify appropriate measures to lift these risks and barriers and a report submitted to the UNFCCC, it was not able to fully gain from climate and other environmental data that needs to be exchanged between Sierra Leone and regional and global stakeholders. This formed chapter three of the Second National Communications of Sierra Leone to the UNFCCC COP

5.1.6 A report containing information on activities relating to climate change education, training and public awareness conducted or envisaged is included in the SNC.

This was met with high satisfaction as the project took its education activities to the fourteen districts of the country and stakeholders were fully participants in the project. There are reports on each outreach session with lessons learnt and recommendations captured. However, the project was not able to develop a web-site

5.1.7 A report containing information on steps taken to implement capacity building activities at national, sub-regional and region levels as contained Decision 2/CP.7.

This was met with high satisfaction with the task forces that set up to determine the capacity needs of the MDAs and the country as a whole for the implementation of the UNFCCC obligations. It formed part of chapter five of the Second National Communications of Sierra Leone to the UNFCCC COP

5.1.8 A report containing information on the efforts to promote networking and information sharing among and within countries and regions will be developed and included in the SNC for submission to COP

This was met with satisfaction as though the project was able to catalogue agencies that promote and encourage climate change networking programmes; it was not able to gain from any of them.

5.1.9 A report on constraints and gaps, and related financial, technical and capacity needs of Sierra Leone in the implementation of the Convention.

This was met with high satisfaction and the country is now benefiting from the recommendations of the reports through support to overcome some of the constraints and gaps identified by the project. This formed the whole of chapter six of the Second National Communications of Sierra Leone to the UNFCCC COP

## **6.1**

### **Conclusions and Recommendations**

The assessment of documents and the interviews conducted during this terminal evaluation indicated that the technical capacity of persons implementing the project was strong (though sourcing them was problematic), that the quality of work undertaken in all project activities has been high and that project implementation has been effective and efficient in both a technical and financial sense. All major activities of the project have been completed to date and it can be concluded that project outcomes and objectives have essentially been achieved. In terms of Financial Resources, Sociopolitical Issues, Governance, and Environmental Impacts, it is likely that project outcomes will be sustainable over time.

The project can be considered to be a great success to Sierra Leone. Important indications of this are the synergies, links and networks built during and around the outputs of the project and the extent to which key stakeholders, including line MDAs and the private sector, are now prepared to combat Climate Change impacts. This is shown in the establishment of a National Secretariat for Climate Change to better manage and coordinate climate change.

Despite the above successes, it is hoped that the PRSPiii (Agenda for Prosperity) will fully mainstream Climate Change and it will receive even fuller attention in all the national development process of the country. The country needs to ensure and pursue the notion that climate change is not just a science, but a way of way whose impacts cut across socio-economic divides. Therefore, budgetary allocations should be given not just to the National Climate Change Secretariat, but to MDAs and development drives to absorb climate change shocks and become more resilient. Climate change education should be extended to the education curricula of all levels and improved researches in the university and encouragement for more students to participate in climate studies. The National Climate Change must be capacitated to fully manage its mandate and improve data collection and management.

## 7.1

### **Lessons learned**

The lessons learnt from the implementation of the project which can be used to better shape future projects are as follows;

- Project implementation can benefit significantly from external support provided by specialised agencies and the academia which can be used by the project team to achieve project outputs and goals as well as overcoming technical and other bureaucratic bottlenecks.

- There should be a common institutional procedure in the implementation of a NIM project for the ease of procurement, payments, review of activities and financial reports etc.
- A strong collaboration and cooperation between and among MDAs, academia and local authorities especially if they form part of the steering committee can facilitate better planning and decision-making at all level thereby improving collective responsibility and successful implementation of projects outputs.
- Though the project focuses on climate science; the targets in its education activities should be characterize with messages on the “realities” of the economic and social implications of climate change to their lives and livelihoods. This will increase public appetite for the science and increase knowledge and buy-in on mitigation and adaption programmes of actions.
- Due to the limited number of qualified technical personnel to undertake the various researches outlined in the obligations of the convention; more efforts should be put in collaboration with the universities to hand pick brilliant students who can trained and become a useful tool/researcher in the future.

## **Annexes**

### **LIST OF DOCUMENTS REVIEWED BY THE EVALUATOR**

- UNDP and GEF Guidance policies on the evaluation process
- The Project Document of the Enabling Activity for the Preparation of the Second National Communication to the UNFCCC
- Project Steering Committee Minutes
- Annual Project Work plans and reports
- Reports and Assessments generated by the Project

## **QUESTIONNAIRE USED FOR INTERVIEWS**

### **Questions for Terminal Evaluation (TE)**

1. What activities have been completed under the project to date?
2. What is the proposed date for the completion of other activities?
3. Which community organizations (NGOs) were involved in the project so far and what were their roles? Comment on Civil Society engagement.
4. How would you define mainstreaming?
5. To what extent has SNC been mainstreamed?
6. What would you consider as the greatest achievement of the project to date?
7. Capacity development is a major component of the project. What capacity has been developed?
9. What impact has the SNC made at the national level? Is the public aware of the project?
10. What other national projects have linkages with the SNC?
12. How will the capacity developed under the SNC be maintained, used or further developed?
13. List some of the visible changes/impacts as a result of the implementation of the SNC.

14. List some of the recommendations to improve the SNC?
15. Is the implementation methodology of the SNC effective? How could it be improved?
16. What are the main successes of the SNC? What are its greatest failures/weaknesses?
17. How will you rate the quality of work delivered by local consultants?
19. Has the steering committee functioned? Are there meeting reports/minutes?
20. Has UNDP been helpful? Explain
21. What are the lessons learnt from this project?