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Government of North Macedonia

Terminal Evaluation of UNDP/GEF Project: Strengthening institutional and technical Macedonian capacities to enhance transparency in the framework of the Paris Agreement

(GEF Project ID 10042; UNDP PIMS ID: 6223)

Final report

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Abbreviations

AFOLU	Agriculture, Forestry and Other Land Use
BTR	Biennial Transparency Report
BUR	Biennial Update Report
CBIT	Strengthening institutional and technical Macedonian capacities to enhance transparency in the framework of the Paris Agreement
CBT	Climate Budget Tagging
CC	Climate Change
CDR	Combined Delivery Reports
CMC	Crisis Management Centre
COP	Conference of Parties to the United Nations Framework Convention on Climate Change
CPD	Country Programme Document
CSO	Civil Society Organizations
CTA	Chief Technical Advisor
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
ECRAN	Energy and Climate Regional Accession Network
EnC	Energy Community
EoP	End of Project
EU	European Union
EU ETS	EU Emission Trading Scheme
FBUR	First Biennial Update Report
FNC	Fourth National Communication on Climate Change
GCF	Green Climate Fund
GEF	Global Environmental Facility
GESI	Gender Equality and Social Inclusion
GHG	Greenhouse Gases
GSP	Global Support Programme
HMS	Hydro Meteorological Service
INDCs	Intended Nationally Determined Contributions
ICA	International Consultation Analysis
IPA	Instrument for Pre-Accession Assistance
IPCC	Intergovernmental Panel on Climate Change
KM	Knowledge Management
MANU	Macedonian Academy for Sciences and Arts
ME	Ministry of Economy
MF	Ministry of Finance
MLSP	Ministry of Labor and Social Policy
MMR	Monitoring Mechanism Regulation
MoEPP	Ministry of Environment and Physical Planning
MRV	Monitoring, Reporting and Verification
NAP	National Adaptation Plan
NBS	Nature Based Solutions

NC	National Communication
NCCC	National Climate Change Committee
NCS	National Council for Sustainable Development
NDA	National Designated Authority
NDC	Nationally Determined Contributions
NDS	National Development Strategy
NEIS	National Environmental Information System
NIM	National Implementation Modality
NM	North Macedonia
OAI	UNDP's Office of Audit and Investigations
OGP	Open Government Partnership
PB	Project Board
PIF	Project Identification Form
PIR	Project Implementation Report
POPP	UNDP's Programme and Operations Policies and Procedures
PSD	Partnership for Sustainable Development (United Nations Development Assistance Framework)
QA/QC	Quality Assurance/Quality Control
SBAA	UNDP's Standard Basic Assistance Agreement
SBUR	Second Biennial Update Report on Climate Change
SDGs	Sustainable Development Goals
SESP	UNDP's Social and Environmental Screening Procedure
SSO	State Statistical Office
SSTrC	South-South and Triangular Cooperation
TE	Terminal Evaluation
TOC	Theory of Change
TBUR	Third Biennial Update Report on Climate Change
TNC	Third National Communication on Climate Change
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFCCC	United Nations Framework Convention on Climate Change
V&A	Vulnerability assessment and Adaptation
WAM	With Additional Measures (Scenario)
WEM	With Existing Measures (Scenario)
WOM	Without Measures (Scenario)
ZELS	Association of the units of local self-government of the Republic of North Macedonia

EXECUTIVE SUMMARY

This report summarizes the findings of the Terminal Evaluation (TE) for the “Strengthening institutional and technical Macedonian capacities to enhance transparency in the framework of the Paris Agreement” (CBIT) project.

Project Title:	Strengthening institutional and technical Macedonian capacities to enhance transparency in the framework of the Paris Agreement		
UNDP Project ID (PIMS #):	6223	LPAC date:	September 20, 2018
		PIF Approval Date:	June 5, 2018
GEF Project ID (PMIS #):	10042	CEO Endorsement Date:	March 7, 2019

UNDP Atlas Business Unit	MKD 10 Republic of North Macedonia	Project Document (ProDoc) SignatureDate (date project began):	June 12, 2019
ID Atlas Project ID/Award ID	00102125		
Atlas Output ID/Project ID	00104295		
Country(ies):	North Macedonia	Date project manager hired:	July 1, 2019
Region:	ECIS	Inception Workshop date:	September 19, 2019
Focal Area:	Climate Change	Midterm Review date:	na
GEF-6 Focal Area Strategic Objectives and Programs:	CBIT 1	Terminal Evaluation Completion date:	
		Planned closing date:	June 12, 2022
Trust Fund:	Capacity-building Initiative for Transparency	If revised, proposed closing date:	
Implementing Partner (GEF Executing Entity):	Ministry of Environment and Physical Planning (MoEPP)		
Other execution partners:	UNDP support (UNDP supported NIM)		
Project Financing:		at TE (USD) *	
[1] GEF financing :	1,320,000 USD	1,320,000 USD	
[2] UNDP contribution:	0	0	
[3] Government:	10,000 USD in kind	10,000 USD in kind	
[4] Other partners: EU Commission	1,400,000 USD	1,400,000 USD	
[5] Total co- financing [2 + 3+ 4]:	1,410,000 USD	1,410,000 USD	
PROJECT TOTAL COSTS [1 + 5]	2,730,000 USD	2,730,000 USD	

*Actual expenditures and co-financing contributions

Brief Project Description:
The goal of the project was to assist the country in

mainstreaming and integration of climate change consideration into national and sectorial development policies by providing continuity to the institutional and technical capacity strengthening process. This project aimed to additionally improve the sustainability for the improvement of the country's current and future Nationally Determined Contributions (NDC) and the preparation of future National Communications (NC)/ Biennial Transparency Reports (BTR) on Climate Change, also facilitating reporting requirements to United Nations Framework Convention on Climate Change (UNFCCC). The immediate objective of the project was to meet enhanced transparency requirements as defined in Article 13 of the Paris Agreement by strengthening institutional and technical capacity for measuring and reporting on emissions, mitigation and adaptation activities, and support received. It was planned to use three means of strengthening capacity in this area: 1) Strengthening national institutions for Monitoring, Reporting and Verification (MRV) and aligning transparency activities with country priorities; 2) Ensuring that organizations and individuals have the necessary training and tools to conduct MRV activities; and 3) Transitioning arrangements for data collection, analysis, and reporting from a project-based cycle to a continuous process.

Summary of findings

Project Strategy The project was well conceptualized, with Theory of Change (TOC). The results framework and design for sustainability could have been better elaborated in relation to the networks formed and continued training; plus, the dissemination of Knowledge products had narrow focus on the portal according to the results framework.

Project Implementation & Adaptive Management. The project team displayed strong adaptive management (adjusting to COVID, delivering in the environment of frequent elections and government restructuring and managing to accommodate the requests from the Government for additional support not envisioned in the project design). Project Implementation was smooth, with no major delays and a strong level of risk management. Reporting had a room for improvement in terms of the comprehensiveness of the Project Implementation Reports (PIRs).

Progress towards Results: All but two (2) indicators on track or achieved: the non-achievement of these 2 linked to MRV Unit not absorbed in the structure of the Ministry of Environment and Physical Planning (MoEPP) due to reasons beyond the project management control. For elaboration of achievements see the Table B below and Conclusions. *Gender Equality*

and Social Inclusion (GESI) results: Apart from the gender/Climate change (CC) nexus activities and achievement discussed in the table below (1) Municipality projects included some, related to addressing the needs of disabled and vulnerable; (2) www.klimatskipromeni.mk featured both project products and those of other development partners, which relate, *inter alia* to gender and youth; (3) this portal was the first public portal that enables people with disabilities to “read” the website content; and (4) a research report on CC impact in vulnerable was delivered which was used in policy making (subventions)

Effectiveness There was an enhanced capacity for (a) the better and transparent reporting to UNFCCC, European Union (EU) Energy Community and against the national targets Sustainable Development Goals (SDG) as well as (b) National Development Strategy (NDS) planning, have a potential to lead to better addressing the risks emanating from CC in an integrated manner, with Disaster Risk Management (DRM) and SDG plans. There was also an enhanced capacity for integrated approaches to disaster risk reduction (DRR) and climate change (CC), as well as mainstreaming of CC in special planning has a potential to lead to better operations related to DRM and spatial planning. The Project has reached a large number of beneficiaries –who are better equipped with Climate change (CC) - related knowledge which could be applied in their workplaces, e.g., adjusting existing plans and strategies, as in the case of the mentorship program, whereby, in these cases, these plans could affect individual lives (e.g., access to bikes by women, etc.). The project contributed to greater involvement of women in decision making related to planning and monitoring of the measures to address climate change with training, facilitation of networks and mainstreaming. It also contributed to better incorporation of human rights-based approach in the measures to enhance capacities in planning and monitoring of measures to address climate change, especially with regards to disabled.

Relevance The project was relevant in terms of (a) international commitments (UNFCCC, European Union (EU), Sustainable Development Goals (SDG) and Sendai Framework for Disaster Risk Reduction (DRR) reporting); (b) pre-accession to EU; (c) addressing real need (e.g., moving away from project-based reporting to UNFCCC and the need in capacity building and awareness raising); (d) the GEF Agenda (UNFCCC) and (e) in the context of UN/ UNDP North Macedonia programming. UNDP was well positioned due to past projects supporting the Government of North Macedonia in UNFCCC related reporting and commitments

Efficiency: Knowledge Management (KM) Plan was fully implemented but it focuses on the portal, and while this was to be the focus as per the requirement from the PRF, this was somewhat narrow. Several events on sharing/Awareness raising/disseminating of products took place locally (with the network of CC Professionals, policy briefings, etc.) but more was and is needed in terms of targeted distribution (especially for the manuals, but also analytical reports). The project used MoEPP Communication Strategy as a guide for shaping the project’s communication activities, while helping in redrafting it: would have benefitted from having own Communication plan. The Lessons from Czech Republic were used and the own experience was shared globally and regionally. Strong synergies: (a) with two other GEF projects (3rd Biennial Update Report (BUR)/4th NC, Climate Promise/enhanced NDC); (b) Instrument for Pre-Accession Assistance (IPA) projects; (c) World Bank on Climate Budget Tagging (CBT); (d) UNDP Adaptation Lab using project products in the development of the NDS.

Sustainability: (1) Institutional: (a) risks would be present until the Law on Climate Action and by-laws are adopted and the Government restructuring is completed with the MRV unit featured in the MoEPP organigram; (b) the Network of CC Professionals needed a clear post-project management roadmap’ and (c) limited engagement with the MoEPP SDG department was not supportive of enhanced use of the better data that will be available and hence, sustainability in improved policy making. (2) *Socio-Economic/Human resources:* (a) trained MRV team not with the MoEPP; (b) high turnover at all government levels implied the need for continuous training: having manuals is good (self-learning), but ideally would have benefited from embedding in institutions whose mandate is to train local government staff and civil servants; plus, with interactive learning tools would be more effective. (3) *Financial:* (a) MRV used open source, which is good for sustainability prospects, but would need a larger IT team at the MoEPP for maintenance; (b) Continued need in training (especially would require new projects/funding plan); (c) www.klimatskipromeni.mk, is likely to be maintained, but keeping the pace with the interesting content would be unlikely, with the current staffing of the MoEPP Communications Department. Hence the number of followers might dwindle, without further support and the local actors sharing content continuously.

Progress to Impact. Enhanced capacity for monitoring NDC implementation together with improved reporting and CBT could facilitate accessing climate finance, and put the country in a favourable position in comparison to other contenders. With this project the basis was set for better use of data for country policy making, however, this would be affected by

the lack of inter-ministerial cooperation (e.g., National Climate Change Committee (NCCC), DRR National Platform) and the large need in capacity building specifically related to the use of data in policy making.

Table B. TE Ratings & Achievement Summary

Measure	Rating ¹	Achievement Description
Project Strategy	Achievement rating: 5	The project was well conceptualized, with TOC. The results framework and design for sustainability could have been better in relation to the networks formed, plus the dissemination of Knowledge products has a narrow focus on the portal in the Results Framework (several events with targeted distribution took place however).
Progress Towards Results	Objective Achievement Rating: 5	<p>The MRV platform has been developed and was in testing phase at the time of the evaluation. The platform was expected to be fully functional by the summer of 2022. Additional report queries were developed related to adaptation, GHG emission projection, capacity building and climate finance. Training for administrators and users was expected in the second quarter of 2022. The Government of North Macedonia has adopted the Long-Term Strategy on Climate Action in September 2021. The Law on Climate Action was expected to be adopted in the spring of 2022. The MRV requirements in the draft Law on Climate Action and draft bylaws set the legal baseline for the MRV platform, that has been developed within the CBIT project. However, the MRV unit has not been incorporated in the Structure of the MoEPP at the time of writing this report due to the fact that its reorganization was not yet completed: the five (5) junior experts that were trained as part of this Unit had their contracts expired at the time of the TE.</p> <p>A Roadmap for implementation of the Macedonian enhanced NDC has been developed, which apart from spelling out the steps in NDC implementation could serve as a tool to attract climate finance. A methodology for Climate Budget Tagging (CBT) has been completed, allowing to mainstream climate change in the Public Finance management system; as a result, CBT legal baseline has been set in the new Law on Budget, expected to be adopted in early 2022. Capacity strengthening has been proposed to implement CBT as well as integrate the tagging system in the national planning and budgeting processes across the sectors relevant to climate. Nine (9) trainings events with 260 participants were delivered (and the guidebook could serve as a self-training tool later).</p> <p>Trainings and workshops had involved 3000 participants (61% women) during 2021 evaluated as very transformative and relevant by the participants, well-tailored to their needs. Awareness at all levels was raised with training and special events, like the #ItsPossible Campaign, the Climate Change dialogs with Macedonian Municipalities: Quest for new Climate Champions” series of 9 live events, each one in different administrative region, etc. The members of the informal National Network of Climate Change Practitioners participated in most of the training events from the 2021 training plan, as well as other events. In addition, there was an informal network of 319 persons working in the field of gender and climate change at the national and local administrative level (61% of the network participants women), which served as a conduit for training on topics covering this nexus.</p>
	Outcome 1 Achievement Rating: 5	The MoEPP was revising its systematization of job positions, with the new organizational chart including the MRV unit at the time of this report, but the contracts of the MRV team ended by the end of 2021 and the MoEPP could not employ them since the Governmental functional analysis had not been adopted as yet at the time of this report. But the project was on track to achieve the target rating of “7” for the quality of MRV systems (i.e., “Measurement regarding GHG is broadly done (with widely acceptable methodologies), need for more sophisticated analyses to improve policy; reporting is periodic with improvements in transparency; verification is done through more sophisticated methods even if partially”). The informal National Network of Climate Change Practitioners was formed and actively engaged in the project implementation as well as in the policy discussions, but the vision of its future was unclear at the time of the TE. Capacities were built through many training events, targeting central and local government. The Gender and climate change mentorship programme resulted in 102 proposed gender and climate change actions incorporated in the 2022 budget of the 17 participating in the mentorship program municipalities. UNFCCC and Gender Focal Points, Gender Machinery and Parliamentary Commission on Equal Opportunities together with UNDP were engaged to promote leadership roles for women in climate action. There was a high level of women’s participation in project activities. Gender disaggregated data in project surveys and for sectoral transparency data was collected. Women comprised more than 60% of training participants in project workshops.
	Outcome 2 Achievement Rating: 6	Twelve (12) training modules were publicly available on the national climate change platform at the time of writing this report, relevant to GHG inventory, mitigation, adaptation, gender (coupled with 10 gender and climate change specific training events on national and local level), private sector engagement, green jobs etc. The MRV platform also incorporated training materials that were expected to be used by all relevant institutions. Three (3) of the tools were already in use at the time of this report ((a) CBT; (b) the State Statistical Office (SSO) using the MRV training modules on GHG inventory agriculture; and the GIS sensemaking tool; and (c) the MoEPP and the Spatial Planning Agency using the GIS visual tool to support the development of Spatial & Urban Plans. Besides, the new module at the CMC was in use to some extent but expected to be comprehensively piloted in 3 municipalities in 2022. More of the delivered tools was expected to be used in the near future (e.g., the Training module for Climate Finance; Documentation for the design of the MRV platform; etc.). In 2020 and 2021, 26 online webinars were

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

Measure	Rating ¹	Achievement Description
		highly attended (750 participants, 61% women) with topics including energy sector reporting, Inter-Governmental Panel on Climate Change (IPCC) guidelines on reporting, the transport sector and waste, the agriculture, forestry, and other land use (AFOLU) sector, among others. The project has provided transparency inputs to many documents and drafts, including the recently adopted Long-term Strategy on Climate Action (2021) and the Programme for sustainable regional development and decentralization and Action Plan (2021), among others: all available publicly on the national climate change web platform. The developed training modules are also publicly available at the climate change platform www.klimatskipromeni.mk . The highly enriched and improved (with knowledge management section) national climate change website was publicized during the 3 #ItsPossible live events to raise awareness and understanding of the country's enhanced NDCs. In addition, knowledge products (24) were presented to high-level decision-makers in targeted briefings, but would have benefited from a more targeted distribution. CBIT North Macedonia experience was shared widely regionally and globally. Recommendations from the Knowledge Management Study that had been commissioned within the project were fully implemented. The national climate change platform has been improved to enhance document management, transparency of data and intelligent search engine. The project has met its target for this indicator
	Outcome 3 Achievement Rating: 5	The MRV platform was completed by the time of this report. Data entry was underway. Connection with the planned (with the EU support) National Environmental Information System (NEIS) and other relevant platforms was enabled but was expected to be initiated once these platforms were fully functional. The number of key governmental entities reporting mitigation-relevant data was 12 at the time of this report. The draft Law on Climate Action and the draft bylaws were harmonized in order to ensure transparency and consistency. Those documents were expected to formalize data sharing and reporting requirements for government institutions. Accessing and using the platform was expected to start in effect only when the mentioned drafts were passed and 2-people from each Government entity were granted access to MRV platform and trained. With caution, at the time of writing this report it was safe to assume that it was likely that these would happen before the project end. There were gender-sensitive NDC tracking and gender indicators in the MRV platform. The project had also supported the collection of field data relevant to gender and climate change with micro-narratives and introduced climate change in the new Gender Equality Strategy (submitted for adoption to the Government) that also included gender and climate indicators. These indicators were expected to be monitored and evaluated by the Government. A web based enhanced NDC Impact Investment Platform was designed and delivered to support financing and efficient implementation of the NDC, enabling the MoEPP to connect investors/financial institutions/donor/international community.
Project Implementation & Adaptive Management	Achievement rating: 6	The project team displayed strong adaptive management (adjusting to COVID, delivering in the environment of frequent elections and government restructuring and accommodating MoEPP request for additional support). The Project Implementation was smooth, with no major delays and an adequate level of risk management..
Sustainability	Sustainability rating ² : L	Two of the three components of Sustainability are rated as "Likely" (but the risks were expected to be there until the Law on Climate Action was passed and the new structure of the MoEPP featuring the MRV unit was approved), apart from the Financial sustainability, which was rated at ML. Here the risks pertained to funding for the continued training as needed, hiring the required number (enlarged) of IT specialists at the MoEPP to maintain the MRV, and ensuring interesting and regularly updated content on the national climate change website,

Table C: Evaluation ratings

1. Monitoring and Evaluation	Rating	2. IA & EA Execution	Rating
M&E design at entry	5	Quality of Implementation Agency - UNDP	6
M&E Plan Implementation	5	Quality of Execution – Implementing Partner	5
Overall quality of M&E	5	Overall quality of Implementation / Execution	5
3. Assessment of Outcomes	Rating	4. Sustainability	Rating
Relevance	6	Financial resources	ML
Effectiveness	5	Socio-political	L
Efficiency	5	Institutional framework and governance	L
Overall Project Outcome Rating	5	Environmental	NA
		Overall likelihood of sustainability	L

Summary of Conclusions

The project was relevant for the country in meeting its reporting requirements to UNFCCC, EU Energy Community and SDGs and Sendai framework for DRR in terms of the needs (low capacity and awareness of climate change and obligations and project-based reporting). The country was one of the first to apply for funding. It was a risk in the context of government restructuring, which paid off but only partly, as this affected the institutionalization of the MRV Unit to date.

The project was effective and quite successful for its size. The country now has the basis for the improved reporting with the MRV platform in place and ready to be operationalized once the Law on CC passes as expected in March, 2022 and

² Sustainability Dimension Indices: 4 = *Likely (L)*: negligible risks to sustainability; 3 = *Moderately Likely (ML)*: moderate risks to sustainability; 2 = *Moderately Unlikely (MU)*: significant risks to sustainability; and 1 = *Unlikely (U)*: severe risks to sustainability. Overall rating is equivalent to the lowest sustainability ranking score of the 4 dimensions.

the relevant personnel from the designated institutions are trained. It was likely to be sustainable but in need of an enlarged IT team at the MoEPP.

The project helped to mainstream CC, CC/gender nexus and transparency concepts in several pieces of legislation and national strategies. While the central government was the focus of this project, it also expanded into training of municipality and communal enterprise staff, as a necessary element for an effective and transparent system of CC management and reporting: the needs were much larger however. The project enhanced the capacity of several central government bodies in relation to CC, CC/gender nexus and the new reporting framework to be effectuated. Two informal networks were formed: of CC practitioners and CC/gender (the second is rather fluid and more like a conduit for training).

The project has made initial steps in mainstreaming of CC in spatial planning (with the improved methodology for the Agency for Spatial Planning, training of the municipalities and the GIS platform at the MoEPP. It has also contributed to improved reporting from the waste sectors (with a contribution to new Strategy).

The project contributed to the linking CC and DRR, working closely with Crisis Management Centre (CMC), which now has its own platform enhanced along with reporting requirements on MRV, e.g., Damage and Loss. Thus, the project has contributed to enhanced reporting on Sendai framework for DRR. The project has advanced CC/gender nexus agenda in various ways: mainstreaming in the laws and strategies, training (local and central government), research (micronarratives), informal network, etc.).

The project enhanced the national climate change website, which now boasts all the project deliveries (reports, manuals, laws, training presentations) and also many of those of the development partners). It has a new Section on KM to promote exchange of knowledge and experience. The usage of the website has increased. It is likely to be maintained but it is highly doubtful if the MoEPP can keep up with the pace of new interesting content.

The project has delivered more than its expected results: with the RoadMap on NDC implementation and a platform on Climate investments, both at the request of the MoEPP, which together with the CBT -related achievements (guidebook and methodology, which was already mainstreamed into the draft Law on Budget at the time of this report) contribute to enhanced capacities for climate financing. The project was efficiently managed with strong adaptive management, but the staffing was too tight.

It would be important that better data availability feeds into better policy making and the project has made advances in several areas, as mentioned. However, overall, the potential for this would be hampered by the lack of interministerial cooperation (e.g., non-operational NCCC). Overall, the sustainability would be at risk until the MRV unit is featured in the organigram of the MoEPP and the Law on Climate Change and by laws are passed as well as training completed.

The CBIT approach has been replicated at the CMC with the Nature Based Solutions (NBS) module of their platform and was likely to be replicated with a new project (UNEP/GEF) focusing on biodiversity: the latter if funded, would be (a) an important addition to the National Adaptation Plan (NAP) process (Green Climate Fund (GCF)) expected to start in 2022 and (b) would enrich the system set by this project (e.g., MRV)

Lessons Learnt

- ✓ CBIT Projects could contain many novel concepts and ideas for the countries and it is important to (a) ensure high calibre staff and advisors; and (b) budget allowing to engage international consultants, as it is possible that there would be shortage of local consultants familiar with the requirements;
- ✓ CBIT projects globally and NM was not an exception are highly dependent on the responsiveness, commitment and goodwill of the Governments. The project enjoyed the support of the MoEPP, but in the case of the MRV unit, there were strong external factors, namely the new structure of the MoEPP not yet approved- that hindered its timely incorporation at the MoEPP. Having the support of higher level of the governments (PM) might be advised;
- ✓ Early-on conceptualization of the Knowledge Management – evolving into KM plan -was a good strategy. While the MoEPP was the executing body and UNDP only in supporting role, it was understandable that the project took the MoEPP's Communication Strategy as its guide. However, the project might have benefitted from having own

Communication plan, which would have at least identified the recommended approaches for targeted distribution of the products delivered (reports, presentations, manuals, etc.); and

- ✓ In the project designs there is a need to pay special attention to sustainability, i.e., to think about it in advance, for example in the case of the training- how would this be delivered when the project is over, if it is likely that there will be a need for continued training.

Recommendations

Table C: Recommendations

	TE Recommendation	Entity Responsible	Time frame
A	Category 1: Corrective Actions for the Design, Implementation, M&E of the project		
A1	<u>Key Recommendation 1:</u> Clarify the vision for the sustainability/post-project management of the Networks. In particular, call for meeting for the members of the CC professionals' network to discuss the options. Support in feeding the national climate change website with relevant materials needs to be on the agenda, along with the regularly updated roster of those having access to MRV	to UNDP and MoEPP	March – May 2022
A2	<u>Key Recommendation 2:</u> Organize a presentation for the Ministry of the Local Government, and the Association of the units of local self-government of the Republic of North Macedonia (ZELS), inviting also municipalities, to present manuals that could be used in continued training of the municipalities and communal enterprises using the manuals produced by the Project, and discuss potential modalities	to UNDP and MoEPP	March – May 2022
A3	<u>Key Recommendation 3:</u> Meeting with the Ministry of Information Society and Administration to discuss the potential for engagement in continued training of the civil servants using the manuals produced by the project.	to UNDP and MoEPP	March – May 2022
A4	<u>Key Recommendation 4:</u> Review all the products by the project and identify the ways of the best targeted dissemination if there are gaps- to handover to the Communications department for action	to UNDP and MoEPP	March – May 2022
B	Category 2 Actions to follow up to reinforce the benefits from the project		
B1	<u>Recommendation 5:</u> If there is more funding, use it to: <ul style="list-style-type: none"> a. operationalize the use of the MRV and enhance CC Mitigation/CC Adaptation/DRR/biodiversity links b. Potentially turning some of the manuals into interactive self-learning tools (starting from the Guidebook on CBT) c. Targeted dissemination of KM products (as part of the dissemination of UNDP EE portfolio products) d. Expansion of the Climate investment portal with a link to existing investment projects e. Expanding of the mentorship program for the municipalities and public communal enterprises putting it on a sustainable basis f. Expanding of the training program on climate change for civil servants putting it on a sustainable basis g. Provide training to MoEPP and other relevant ministries on the use of the improved data that will be available through MRV in policy making 	UNDP/MoEPP	Starting mid 2022

1. INTRODUCTION

1.1. Purpose and Scope of Assignment

1. The Terminal Evaluation (TE) report assessed the achievement of the results of the project “Strengthening institutional and technical Macedonian capacities to enhance transparency in the framework of the Paris Agreement” (CBiT hereafter) against what was expected to be achieved, draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of United Nations Development Programme (UNDP) programming. The TE report was a requirement for the Global Environmental Faculty (GEF) to ensure accountability and transparency and is expected to be used by in-country project stakeholders, particularly government partners; by UNDP at the country, regional, and global level; and by other transparency stakeholders at the international level, such as climate funds and donors, to inform project design and programming.
2. The TE was commissioned with the intent to complete three (3) months before the completion of the project, while the project team was still in place, yet ensuring the project is close enough to completion for the evaluation team to reach conclusions on key aspects such as project sustainability. The evaluation aims to respond to the following Evaluative Questions:
 - a. 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 level?

- b. To what extent have the expected outcomes and objectives of the project been achieved?
- c. Was the project implemented efficiently, in line with international and national norms and standards?
- d. To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?
- e. How did the project contribute to gender equality and women's empowerment?
- f. Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?

1.2. Methodology

3. The TE was undertaken in accordance with the GEF Evaluation Policy⁴, following the 'Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects'. The results are assessed according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects in the context of:
 - *Relevance* – the extent to which the outcome is suited to local and national development priorities and organizational policies, including changes over time;
 - *Effectiveness* – the extent to which an objective was achieved or how likely it is to be achieved;
 - *Efficiency* – the extent to which results were delivered with the least costly resources possible; and
 - *Sustainability* - The likely ability of an intervention to continue to deliver benefits for an extended period of time after completion.
4. In particular the TE assessed the following (a) Project Design/Formulation; (b) Project Implementation; and (c) Project Results.
5. The TE was an evidence-based assessment following a participatory and consultative approach ensuring close engagement with the key Project Team, government counterparts, and other key stakeholders.
6. The methodology (including interview schedule, and data used in the evaluation) emerged from consultations with the Project Team 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 includes ratings of the project's results (see [Annex 8: Rating scales](#)) as required, with the progress colour coded in a "traffic light system" based on the level of progress achieved.
7. For the ***Progress Towards Outcomes Analysis***, progress made towards the end-of-project targets were taken from the 12/2021 Project Implementation Report (PIR). Normally, for the GEF projects, TE would also involve the review of the Tracking Tool of GEF Core Indicators in comparison to the version submitted to the GEF at CEO endorsement and at midterm, but there was none for this project, except for the "number of beneficiaries". The assessment looked not only into achievement or non -achievement of the planned targets, but also identified the factors behind these. Assessing the *attainment of objective and outcomes* was also informed by the evidence of progress towards outputs.
8. This Evaluation report was prepared to comply with
 - GEF's "Guidelines for GEF Agencies in Conducting Terminal Evaluations, Evaluation Document No. 3" of 2008: <http://www.thegef.org/gef/sites/thegef.org/files/documents/Policies-TEguidelines7-31.pdf>;
 - UNDP (2020): "Guidance for Conducting Terminal Evaluations of UNDP-Supported GEF-Financed Projects"; http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf ; and
 - UNDP Evaluation Guidelines (2021) http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf
9. Conclusions stemmed from the findings, highlighting the strengths, weaknesses and results of the project, responding to key evaluation questions and providing insights into the identification of and/or solutions to important problems

⁴ http://www.gefio.org/sites/default/files/ieo/evaluations/files/gef-me-policy-2019_2.pdf

or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.

10. A special attention went into formulating recommendations that were concrete, practical, feasible and directed to the intended users of the evaluation, supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation. The lessons learnt were distilled in a way that could be applicable to other GEF and UNDP interventions.

1.3. Data Collection & Analysis

11. An evaluation matrix of indicative questions has been prepared (see [Annex 2: Evaluation Matrix](#)), based on the GEF guidelines. The evaluation matrix will be used as quality assurance tool. In developing it, gender perspective was kept in focus to ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report. The sources of information will include:

- **Document review of:**

UNDP and project documents, namely (a) documents prepared during the preparation phase (i.e., Project Identification Form (PIF), the Project Document, including the Results Framework (see *Annex 5: Project Results Framework*)

Annex 4: List of Persons Interviewed

Government

1. Vesna Indova, GEF and EU Focal point, MOEPP
2. Kaja Sukova, State Secretary. MOEPP
3. Ana Karanfilovska, Waste Management Department, MOEPP
4. Angelina Jovanovikj, Communication Officer MOEPP
5. Elena Grozdanova UNFCCC gender and climate change focal point Ministry of Labour and Social Policy
6. Valentina Stardelova Ministry of Economy
7. Stevko Stefanovski Center for Crisis Management
8. Suzana Stojanovska State Statistical Office
9. Teodora Obradovikj Grncharovska UNFCCC Focal point MOEPP
10. Nadica Andonovska Ugrinovska Sector for EU Affairs
11. Irena Gjorgievska, Fund for Innovation and Technology Development of North Macedonia

UNDP

12. Sanja Bojanic, DRR
13. Anita Kodzoman Environment and DRR Programme Officer
14. Ilmiasan Dauti, Programme Analyst / Manager, Governance Unit
15. Damiano Borgorgno, Former CBIT Regional Technical advisor
16. Eva Huttova, Regional Technical Advisor
17. Ivan Mickovski, Communication Officer
18. Darko Chekerovski Environment Communication Officer
19. Lazar Pop Ivanov UNDP Acceleration Lab
20. Igor Izotov UNDP Acceleration Lab
21. Pavlina Zdraveva, Project manager
22. Trajancho Naumovski, Project Assistant

UN

23. Lilijan Kandikyan

Development partners

24. Sanja Madzaeric-Sujster, WB

Project experts

25. Susan Legro, Chief Technical Advisor#
26. Zoran Velickov, MRV platform IT developer
27. Elena Gavrilova, MRV Platform consultant and EU IPA project
28. Olgica Apostolova, gender and cc consultant
29. Madhukar Upadhya, Climate budget tagging
30. Aleksandar Naumovski, Climate budget tagging
31. Seth Landay, NDC roadmap
32. Dimitar Trajanov, Data Scientist
33. Vasko Popovski, DRR
34. Marija Risteska, CRPM
35. Erina Filipovska, CBIT Junior Associates

Focus Group on the Network of CC professionals

36. Maja Markovska Milieukontakt Macedonia
37. Sofija Bogeve/Ena Utevska SkopjeLab

Focus Group on Municipality training Nexus

38. Vasko Burvski, Municipality of Brenovo

39. Tanja Mitev Center for Regional Development (based in Strumica)

Focus Group on Gender/CC Nexus

40. Gordana Nestorovska, MENTOR

41. Ajman aj Mala, Municipality of Resen, Head of the Sector for Environment, TRAINEE

42. Ajtovska Ljubinka, Municipality of Kochani, Coordinator for equal opportunities, TRAINEE

43. Ankica Cijajova, Municipalities of Probishtip, Coordinator for equal opportunities, TRAINEE

44. Toni Gerov, Municipalities of Probishtip, Sector for Local Economic Development, TRAINEE

45. Jana Angelovska, MENTOR

46. Luiza Aleksova, Municipality of Vinica, TRAINEE

47. Zivka Mihajlovska, TRAINEExxxx

✓ **Annex 5: Project Results Framework**, (b) the project reports including the Inception report, annual PIRs, project budget revisions, training reports, communication planned and reports, assessments, the Risk Logs from the ProDoc and Atlas (see [Annex 6: UNDP Risk Log from Prodoc](#))

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	The institutional capacity created by the project would not be sustainable beyond the end of the project implementation period due to lack of financial support.	Jul 2018	Organizational	I = 3 P = 2	Parallel activities supported under IPA-II funding will support legislation that mandates reporting capacity. Furthermore, specific project activities will address post-project resource mobilization, and they will present clear roadmaps for data archiving and storage.	Project Manager	Programme Manager		
2	Transparency activities would not be considered sufficiently important by the Macedonian Government to ensure adequate participation in and support for project activities; resources and attention would be diverted to other issues	Jul 2018	Political	I = 3 P = 2	The project is explicitly designed to link transparency activities to high-level political priorities in the country such as EU accession. This linkage will ensure that the project maintains high-level support. In addition, awareness-raising activities for target groups such as parliamentarians and journalists will increase the constituency supporting action in these areas.	Project Manager	Programme Manager		
3	A lack of horizontal coordination across ministries and agencies could hinder data collection and analysis.	July 2018	Organizational	I = 3 P = 2	First, the NCCC will ensure regular communication across government agencies. Second, parallel legislation supported under IPA-II will mandate data reporting from sectoral ministries and other relevant bodies. Third, Component 2 of the project will strengthen capacity of offices within key ministries and agencies to ensure that they are able to provide the necessary data in a given format and time frame.	Project Manager	Programme Manager		
4	The cross-sectoral MRV system might become obsolete or ineffective if transparency requirements change over time.	May 2018	Operational	I = 2 P = 1	The MRV system will be developed using open source software so that it may be maintained and updated as needed by any competent actor. Specific project activities will address system documentation, archiving, and storage.	Project Manager	Programme Manager		

); the gender Action Plan (*see Annex 7: Gender Action Plan*), etc. The set of these documents is listed in *Annex 3: List of documents reviewed*;

✓ **Annex 3: List of documents**

- ✓ **Government papers** (strategies, laws and policies); and
- ✓ **Third party reports** (e.g., reports by development partners).

- **47 people were interviewed** (including 12 as part of the Focus Group Discussions, as in the next bullet point) with (see the list in [Annex 4: List of Persons Interviewed](#)) project personnel (including the current Project staff, experts, technical advisors, and Project developers and UNDP CO, government counterparts, Project Board members, development partners, partner civil society organizations (CSOs), beneficiaries (e.g. training participants). Specific key stakeholders include MOEPP, the Secretariat for European Affairs, the Ministry of Economy (ME), etc.;
 - **Three (3) Focus Groups Discussions (FGD) with 12 participants**
 - a) with two (2) participants of the training events on CC: one from a municipality and the other one from the Regional Center on Territorial Development;
 - b) with eight (8) representatives of the municipalities - members of the Network of Climate Change and Gender, as well as mentors, on the effectiveness and activities of the gender /CC nexus training and the options for the sustainability options for the network; and
 - c) with two (2) participants of the Network of Climate Change professionals on the effectiveness and activities of the Network.
12. **Triangulation** was the main methodology used, bringing together information gathered from the sources listed above. This method, allows for a high degree of cross-referencing and is suitable for finding insights which may be both sensitive and informative. In addition, **contribution analysis** will be used when attribution of the observed outcomes to the project is not possible.

1.4. Ethics

13. The evaluation team put all efforts to comply with the requirement of ethical conduct of evaluations, namely the four United Nations Evaluation Group (UNEG) guiding ethical principles for evaluation: Integrity, Accountability, Respect, and Beneficence¹⁷. In particular, the team ensured the anonymity of the interviewees (i.e., not citing without their permission, UNDP staff not present during the interviews), engaging with the interviewees in a way that honours their dignity, well-being, personal agency and characteristics, honesty, truthfulness, impartiality and professionalism in communication, etc.

1.5. Limitations

14. The initial planned timeline was shortened by one month due to late solicitation of the TE consultant. However, the deadline for the final report had remained the same, implying that the actual timeline for conducting desk review, interviews and report writing was squeezed. especially give the Christmas. new Year Holidays that fell in the middle of the timeline.
15. COVID has implied that the TL was not able to travel to the country, which imposes limitations.

¹⁷ <http://www.unevaluation.org/document/detail/2866>

16. All efforts were put in place to minimize the limitations of this independent terminal evaluation. In particular, the national consultant will interview some of the interviewees (especially the ones with limited English) separately.

1.6. Structure of the report

17. The rest of this report is organized as follows:
- The project description is provided in Chapter 2;
 - Chapter 3, on Findings, covers an assessment of relevance of Project design, assessments of the results and efficiency; Assessment of monitoring and potential for sustainability; and
 - Chapter 4 summarizes conclusions, recommendations; and Lessons learnt.

2. PROJECT DESCRIPTION

2.1. Context

18. The Capacity-building Initiative for Transparency (CBIT) supports developing countries to build institutional and technical capacity to meet enhanced transparency requirements as defined in Article 13 of the Paris Agreement. The CBIT plays a key role
- to assist countries with tools and training as they prepare their Biennial Transparency Reports (BTRs), due by December 2024.
 - to strengthen national institutions for transparency-related activities in line with national priorities 72 countries as of June 30, 2021;
 - to provide relevant tools, training and assistance for meeting the provisions stipulated in Article 13 of the Paris Agreement; and
 - Assist in the improvement of transparency over time.
19. CBIT projects build on existing transparency arrangements, as well as on country efforts to develop National Communications, Biennial Update Reports, and other international greenhouse gas (GHG) assessment and review processes. The CBIT Global Coordination Platform is a web-based platform that aims to bring together practitioners from countries and agencies in an effort to foster coordination of transparency actions and needs, share lessons learned through regional and global meetings, and facilitate access to existing and emerging guidance on climate transparency.
20. The Republic of North Macedonia became a Party to the United Nations Framework Convention for Climate Change (UNFCCC) when it ratified the convention in 1998. The country signed the Paris Agreement on April 22, 2016, and Parliament ratified the agreement on November 7, 2017 (Official Gazette of RM, No. 161/17). The Country has submitted ambitious goals of 82% reduction of GHG net emissions compared to 1990 for its enhanced Nationally Determined Contributions (NDC) under the Paris Agreement. To achieve this goal, the enhanced NDC indicates 63 climate actions that need to be implemented by 2030. As a European Union (EU) candidate country ready to start negotiations, North Macedonia has already been transposing European climate acquis in its national legislation,

supporting the European Green Deal, informed by the 2030 Climate and Energy Framework of the EU.

21. According to the Law on Environment (2005) Article 186-a, the Ministry of Environment and Physical Planning (MoEPP) was to establish, develop, manage and coordinate a National System for an inventory of GHG emissions to provide data for the preparation of the GHG inventory. However, the Law on Environment did not at that time regulate the issue of Measurement, Reporting and Verification (MRV) of policies and measures in detail. Also, several sectoral laws and strategies provided partial guidance on monitoring and reporting on policies and measures in several key areas (including energy efficiency and renewable energy): often that guidance on monitoring and reporting was incomplete and / or unenforced.
22. The EU has been assisting in the adoption of the **long-term climate action strategy covering the period to 2050** and a **Law on Climate Action** with the project “Law and Strategy on Climate Change,” under the EU Instrument for Pre-Accession Assistance (IPA II) funding mechanism, whereby a legally binding requirements on GHG reporting, such as the identification of data providers and a description of MRV, are to be specified, with the Monitoring Mechanism Regulation (MMR) of the EU as the key document on mechanisms for that.¹⁸ The transposition of the EU acquis in climate change has been slow and, while IPA II was not planned to provide support for capacity development to manage the resulting inventory system successfully, and support transparency activities.
23. At the time when the ProDoc was developed, Interagency bodies that played a role in climate change policy included the **National Council for Sustainable Development**, responsible for mainstreaming of the sustainable development aspects in national economic policies, and the **National Climate Change Committee (NCCC)**, which provides high-level support and guidance for climate change policy (the latter was not operational at the time of writing this report)¹⁹. The process for producing National Communications and Biennial Reports for the UNFCCC was led by MoEPP, which had established a Climate Change Unit, and appointed a *State Counsellor on Climate Change*. However, the Climate Change Unit lacked sufficient staff to carry out its designated duties. In the area of climate change adaptation, the country was expected to prepare a National Adaptation Plan (NAP) through the Readiness Program of the Green Climate Fund (GCF).
24. Over the past two decades, reporting to the UNFCCC had been conducted on a project-by-project basis, supported by GEF and UNDP. Under the First Biennial Update Report (FBUR), the country began to develop a MRV system for reporting on the progress of mitigation actions, based on several existing databases. The FBUR also highlighted the capacity-building needs related to the facilitation of reporting in accordance with annex III to decision 2/CP.17, among others. Under the latest, third BUR, sectoral MRV schemes were developed in the framework, including the inventory process.
25. **MoEPP**, was responsible for reporting to UNFCCC along with other government ministries and agencies providing inputs for national reporting.²⁰ High-level government support for climate change action was provided by the Office of the Deputy Minister in charge of economic affairs, coordination of economic sectors and investments, which is responsible for the coordination of activities aimed at

¹⁸ Regulation No 525/2013 of the European parliament and of the Council

¹⁹ its role is determined by the Law on Climate Action

²⁰ including the Energy Agency; the Ministry of Agriculture, Forestry and Water Economy; the Ministry of Economy; the Ministry of Transport and Communication; the Ministry of Health; the Ministry of Finance; and the State Statistical Office

the achievement of the Sustainable Development Goals (SDGs). In the **GHG Inventory Development Team**, composed of Macedonian Academy of Sciences and Arts (MANU) team and Agriculture, Forestry and Other Land Use (AFOLU) team with experts from universities; Data Suppliers, with State Statistical Office are the most important data sources. The estimated emissions in the inventory were publicly available within the national climate change platform www.klimatskipromeni.mk, the open data portal (data.gov.mk) and UNFCCC web site. In order to ensure its robust participation in Article 13, it was assessed by the Government that the country needed support to develop its long-term institutional and technical capacity.

26. **Gender and Climate Change:** Although women were meaningfully involved in the climate change decision-making process in the country, gender issues were not well integrated into transparency activities. There was a low level of awareness regarding the relationship between gender issues and climate change issues. Government agencies lacked (a) the capacity to analyse the consequences of climate change policies and measures on men and women, and (b) materials and specialists who could provide guidance and support. Finally, reporting data and systems were not necessarily disaggregated by gender, which limited the ability of policy-makers to learn from climate change programming. Under the support and guidance of the Global Support Programme (GSP), in the Republic of North Macedonia, as part of climate change projects implemented by the MoEPP with the support of the UNDP, an Action Plan on Gender and Climate Change has been prepared. In the period from June 2019 to February 2020, within the project "Macedonian Fourth National Communication and Third Biennial Update Climate Change Report" the country foresaw concrete steps by which, through increasing the knowledge and awareness of all relevant gender and climate change stakeholders, it would build institutional capacity for specific actions in this area, both at policy and implementation level. A Climate Change and Gender Focal Point was nominated in 2020
27. The **objective of the CBiT project** was to meet enhanced transparency requirements as defined in Article 13 of the Paris Agreement by strengthening institutional and technical capacity for measuring and reporting on emissions, mitigation and adaptation activities, and support received. The **goal of the CBiT project** was to assist the country in mainstreaming and integration of climate change consideration into national and sectorial development policies by providing continuity to the institutional and technical capacity strengthening process, and additionally. Furthermore, it was expected to improve the sustainability for the enhancement of the country's current and future NDCs and the preparation of future National Communication/ Biennial Transparency Reports on Climate Change, also facilitating reporting requirements to the UNFCCC, the UN SDGs, the Energy Community of the European Union.

2.2. Project resources

28. The project budget totalled USD 1,320,000 in grant funding from the GEF. CBiT Trust Fund. Parallel co-financing totalled at project inception to USD 1,410,000 (USD 1.4 million from the European Union and USD 10,000 from the MoEPP). GrandTotal Project Financing was at USD 2,730,000.

2.3. Milestones

29. The project was expected to end on June 12, 2022. [Table 1](#) presents the project milestones. In line with the M&E plan in the ProDoc, the Inception workshop was expected to take place within two months after the signing of the ProDoc. It had been slightly delayed, due to the availability of the key stakeholders given the summer months.

Table 1 Project Milestones

Key Project Milestones	Dates
PIF Approval Date	Jun 5, 2018
CEO Endorsement Date	Mar 7, 2019
Project Document Signature Date (project start date):	Jun 12, 2019
Date of Inception Workshop	Sep 19, 2019
First Disbursement Date	Oct 2, 2019
Expected Date of Mid-term Review	not applicable
Actual Date of Mid-term Review	not applicable
Expected Date of Terminal Evaluation	Mar 12, 2022
Original Planned Closing Date	Jun 12, 2022
Revised Planned Closing Date	not applicable

Source: PIR Dec 2022

2.4. Theory of change

30. The **project approach** was in transitioning the country to sustained capacity for transparency activities by providing resources for a designated MRV unit, training and equipping the unit and other agencies that provide data inputs for MRV, and establishing a system for continuous data collection, analysis, and reporting. In this way, the project was expected to improve the preparation of future NCs/BURs/NDCs/NAPs and facilitate the reporting requirements to UNFCCC. The project had three components:
- **Component 1: Institutional Capacity Strengthening for MRV.** *Corresponding Outcome: National institutions for MRV are strengthened and transparency activities are aligned with country priorities.* Three approaches were to be used to strengthen the institutional capacity to carry out transparency activities: (a) Strengthening national institutions for MRV and aligning transparency activities with country priorities; (b) Ensuring that organizations and individuals have the necessary training and tools to conduct MRV activities; and (c) Transitioning arrangements for data collection, analysis, and reporting from a project-based cycle to a continuous process. The FBUR specifically identified the need to hire additional expertise to oversee MRV activities at MoEPP. This need had not been filled by the time of the Second Biennial Update Report on Climate Change (SBUR).
 - **Component 2: Training and tools for activities conducted under Article 13** *Corresponding Outcome: Organizations and individuals have the necessary training and tools to conduct MRV activities.* Training programs under this component were to focus on imparting the skills necessary to implement the MRV system (see Component 3). Activities related to the AFOLU sector were included due to the increasing interest in the sector. The need for training on MRV concepts and practice was identified in the FBUR and the SBUR. A focused training needs assessment and training plan for stakeholders, including MoEPP, other sectoral ministries, and other government agencies were to be conducted at project inception.

Several mechanisms were to be used: tools and templates for reporting and a training program on transparency activities, data collection protocols, software and data sharing process, data analysis, visualization under the system, Quality Assurance (QA)/Quality Control (QC), data protection, and other supporting protocols, as well as a learning-by-doing approach to pilot the process of mainstreaming MRV into sectoral policies and legislation into the key sectors under the NDC (e.g. Energy Strategy, the Energy Efficiency Strategy and Action Plan, the Strategy and the Action Plan on Renewable Energy Sources, the Program for the Implementation of the Energy Strategy, the Transport Sector Strategy and the National Strategy on Equality between Men and Women).

- **Component 3: Design and implementation of a sustainable national MRV system**
Corresponding outcome: Arrangements for data collection, analysis, and reporting shift from a project-based cycle to a continuous process. This component aimed at supporting the transition from project-based data collection and reporting (see [Figure 2](#)) to a continuous process by creating and refining an integrated tracking system, based on open access coding in order to avoid difficulties from proprietary software and to allow for potential innovations from the broader research and technology community.

31. The Theory of Change (TOC) from the ProDoc is in [Figure 1](#). The project outcomes with outputs and planned activities are presented in [Table 2](#).
32. Risks and Assumptions. The project was exempted from developing and managing the Social and Environmental Screening Procedure (SESP) log (see [Annex 6: UNDP Risk Log from Prodoc](#))

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	The institutional capacity created by the project would not be sustainable beyond the end of the project implementation period due to lack of financial support.	Jul 2018	Organizational	I = 3 P = 2	Parallel activities supported under IPA-II funding will support legislation that mandates reporting capacity. Furthermore, specific project activities will address post-project resource mobilization, and they will present clear roadmaps for data archiving and storage.	Project Manager	Programme Manager		
2	Transparency activities would not be considered sufficiently important by the Macedonian Government to ensure adequate participation in and support for project activities; resources and attention would be	Jul 2018	Political	I = 3 P = 2	The project is explicitly designed to link transparency activities to high-level political priorities in the country such as EU accession. This linkage will ensure that the project maintains high-level support. In addition, awareness-raising activities for target groups such as parliamentarians and journalists will increase the constituency	Project Manager	Programme Manager		

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
	diverted to other issues				supporting action in these areas.				
3	A lack of horizontal coordination across ministries and agencies could hinder data collection and analysis.	July 2018	Organizational	I = 3 P = 2	First, the NCCC will ensure regular communication across government agencies. Second, parallel legislation supported under IPA-II will mandate data reporting from sectoral ministries and other relevant bodies. Third, Component 2 of the project will strengthen capacity of offices within key ministries and agencies to ensure that they are able to provide the necessary data in a given format and time frame.	Project Manager	Programme Manager		
4	The cross-sectoral MRV system might become obsolete or ineffective if transparency requirements change over time.	May 2018	Operational	I = 2 P = 1	The MRV system will be developed using open source software so that it may be maintained and updated as needed by any competent actor. Specific project activities will address system documentation, archiving, and storage.	Project Manager	Programme Manager		

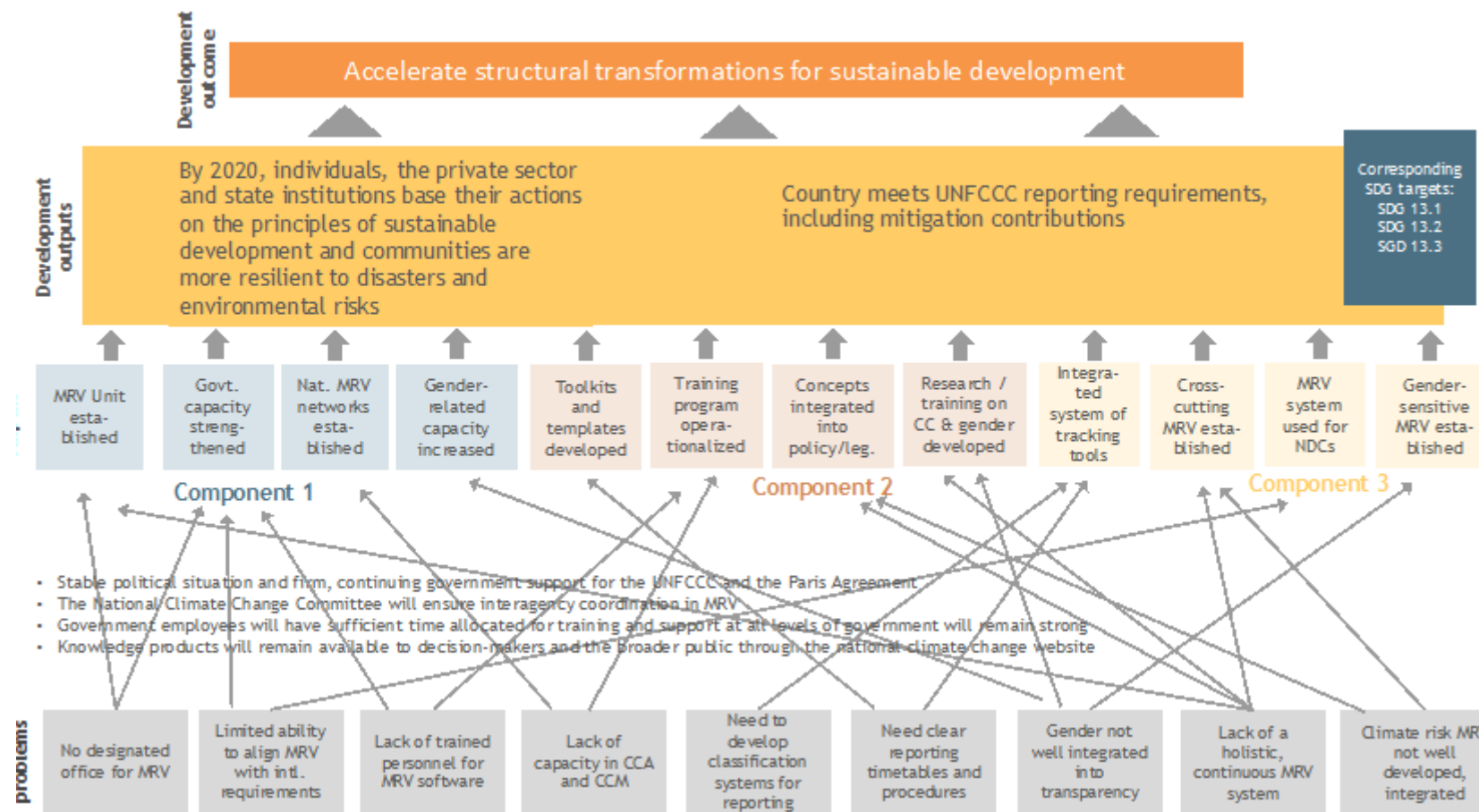
33.)

Table 2 Outcomes, Outputs and activities as planned from the ProDoc

Outcomes	Outputs	Activities
1. National institutions for MRV are strengthened and transparency activities are aligned with country priorities	<ul style="list-style-type: none"> • Output 1.1: Capacity in UNFCCC focal point ministry strengthened so that transparency activities can be carried out in a consistent fashion. Establish a unit at MOEPP to oversee MRV issues related to climate change reporting on national and international commitments. Activities: 	<ul style="list-style-type: none"> ✓ Align MRV work in support of the NDCs with reporting necessary for SDG 13, current environmental information reporting, such as reporting to the EEA, and other reporting obligations that may emerge, such as reporting on Integrated Energy and Climate Plans to the Energy Community ✓ Provide recommendations to MOEPP and the Government on fine-tuning the NDCs and means of measuring progress in their implementation ✓ Develop a financing roadmap for the MRV unit and identify national and external sources of long-term support for its personnel and activities ✓ Coordinate the national networks of staff responsible for MRV within the key relevant government organizations, as well as local experts, established in Output 1.3
	<ul style="list-style-type: none"> • Output 1.2: Capacity of relevant government organizations strengthened to increase scope and quality of transparency activities. 	<ul style="list-style-type: none"> ✓ Conduct a functional analysis of climate change-related capacity for national and regional agencies, such as the MoEPP, Deputy Prime Minister in Charge of Economic Affairs office, Ministry of Economy, Ministry of Agriculture, Forestry and Water Economy, the Energy Agency, the Ministry of Finance, Ministry of Transport and Communications, Ministry of Education, the Ministry of Labour and Social Policy (which is responsible for gender issues and social inclusion issues), Ministry of Health and the State Statistical Office ✓ Use the MOEPP MRV office to conduct briefings for the NCCC, key sectoral ministries, the Government, Parliament, municipalities, and civil society on transparency activities and the NDCs ✓ Track spending on CC in budgets in coordination with the MRV Unit at MOEPP ✓ Develop a protocol for providing “on-call” support to other sectoral ministries and government agencies as needed.
	<ul style="list-style-type: none"> • Output 1.3: National networks established of staff responsible for MRV within the key relevant government organizations, as well as local experts. 	<ul style="list-style-type: none"> ✓ Identify in-country experts in three areas (inventories and mitigation, adaptation, and climate finance) and establish a national network of practitioners in that area ✓ Implement the national climate change communications strategy and provide information support to the national networks ✓ Plan and implement at least 3 events where network members can network and exchange good practice in coordination with Component 2.2 (Training Program for Transparency Activities) ✓ Identify linkages between the networks and their sub-regional and regional counterparts ✓ Compile a roadmap for post-project management of the networks
	<ul style="list-style-type: none"> • Output 1.4: Capacity to ensure gender equality and equity in climate change projects increased 	<ul style="list-style-type: none"> ✓ Work with Implementing Partner to identify a national Climate Change and Gender Focal Point ✓ Conduct a pilot sectoral climate and gender analysis (e.g., renewable energy) and provide a briefing for policy-makers on the results. ✓ Provide support to the Climate Change and Gender Focal Point in screening climate finance projects ✓ Compile an expert roster of individuals and organizations that can provide expertise on gender issues in coordination with Component 1.3
2. Organizations and individuals have the necessary training and tools to conduct MRV activities	<ul style="list-style-type: none"> • Output 2.1: Toolkits and templates for mitigation, adaptation and reporting on support developed and disseminated 	<ul style="list-style-type: none"> ✓ Develop a classification methodology for support received that will allow for more nuanced reporting under Article 13, para. 10., including ways to track investments in adaptation ✓ Identify suitable hardware, software, and licensing/subscription options to enhance reporting on agriculture, forestry and other land use (AFOLU) ✓ Develop an MRV scheme for adaptation measures, starting with measures addressing the most vulnerable sector ✓ Conduct a governmental budget analysis (aligned with EU methodology); identify baseline spending on CC in the government budget for both mitigation and adaptation in coordination with sectoral ministries and other governmental units and develop an MRV scheme for tracking support for climate change activities
	<ul style="list-style-type: none"> • Output 2.2: Training program for transparency activities operationalized 	<ul style="list-style-type: none"> ✓ Conduct a training assessment for key agencies providing data and information on transparency activities ✓ Develop appropriate materials and curricula for target groups ✓ Develop a multi-year plan for training on transparency activities ✓ Conduct training-of-trainers for MRV Office staff ✓ Conduct training sessions for target groups in government and civil society

Outcomes	Outputs	Activities
		<ul style="list-style-type: none">✓ Organize training on an annual basis for media on key aspects of climate change vulnerability and adaptation opportunities, and develop a process for recognizing outstanding coverage✓ Evaluate training outcomes and revise materials and trainings as necessary✓ Establish a database of training materials for government employees on transparency activities
	• <u>Output 2.3</u> : Transparency concepts integrated into policies and legislation in key (I)NDC areas	<ul style="list-style-type: none">✓ Commission an analysis of policies and legislation in key (I)NDC areas: energy supply, buildings, and transport✓ Provide recommendations for entry points in key strategies and legislation✓ Prepare draft text for national policy, legislation, and planning documents✓ Prepare a publication on the mainstreaming exercise that may serve as a guidance document for other countries
	• <u>Output 2.4</u> : Research and training on climate change and gender developed and disseminated	<ul style="list-style-type: none">✓ Provide two training sessions for gender stakeholders on climate change and climate finance and vice versa in coordination with Component 2.2✓ Develop and conduct a briefing on gender issues for the NCCC in coordination with Component 2.2✓ Develop and deliver training modules for key stakeholders (State Statistical Office, Ministry of Economy, Ministry of Agriculture, Forestry and Water Economy) on gender issues in coordination with Component 2.2✓ Develop a gender module for climate finance readiness training that can also be delivered as a stand-alone seminar✓ Develop and implement a plan to disseminate research and training modules throughout South-Eastern Europe (a process that can utilize the regional network of climate change OFPs and gender specialists) and through the Global Support Programme and the Global Coordination Platform as appropriate
3. Outcome 3 Arrangements for data collection, analysis, and reporting shift from a project-based cycle to a continuous process.	• <u>Output 3.1</u> : Integrated system of tracking tools for transparency-related actions and progress established	<ul style="list-style-type: none">✓ Commission an integrated environmental information system to measure progress on mitigation actions, adaptation, and support received.✓ Engineer interfaces between the system and key sectoral databases (e.g., the energy balance, industrial information, and the vehicle registry).✓ Commission a user interface for the system that will allow for advanced data visualization, integration with GIS software, and outputs that can be aligned with international reporting templates (e.g., UNFCCC, EU/EIA, EnC).✓ For each of the mitigation measures identified in the NDCs, elaborate an MRV system that complies with the EU MMR and includes procedures and institutional arrangements reflecting in-country conditions and mitigation obligations.
	• <u>Output 3.2</u> : Tracking tools refined and cross-cutting MRV established	<ul style="list-style-type: none">✓ Identify linkages between data collected under transparency-related activities and the national data-collection and data-sharing process to strengthen disaster risk-related information collection, production and dissemination,✓ Make the relevant improvements/adjustments where needed and harmonize climate indicators to improve the quality of the data collected and increase the efficiency of data collection as well as gender and social inclusion desegregated data to the extent possible.✓ Develop recommendations on MRV for the national policy and planning documents supported under Output 2.3
	• <u>Output 3.3</u> : MRV system utilized for NDC tracking and reporting	<ul style="list-style-type: none">✓ MRV/NDC system reports provided to the GEF-CBIT Global Coordination Platform database to ensure effective project tracking✓ MRV/NDC system reports provided to UNFCCC reporting teams (National Communications and BURs)✓ System reports provided to SDG reporting teams✓ Produce progress reports on climate change activities and the NDCs for the Government (this may be produced as a component of a broader State of the Environment report or as a stand-alone report)
	• <u>Output 3.4</u> : Gender-sensitive measurement and reporting established	<ul style="list-style-type: none">✓ Itemize issues arising through sex-disaggregated data collection and analysis for the national MRV and NDC tracking system✓ Assess the current state of gender responsive budgeting and provide recommendations on reporting✓ Document and disseminate gender-relevant best practices and lessons learned throughout the project cycle

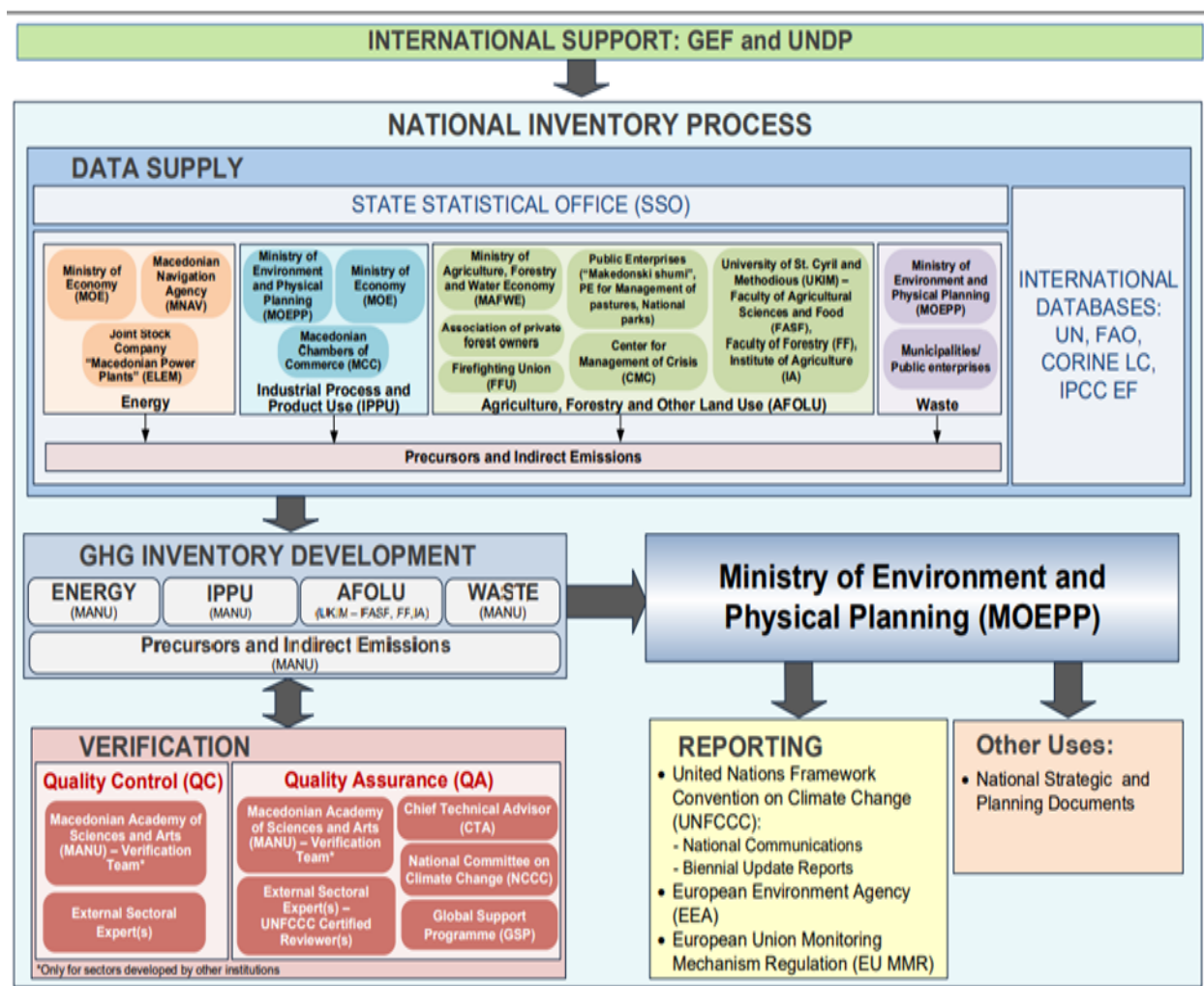
Figure 1 Theory of Change



The theory of change for this project makes four assumptions:

- A stable political situation and firm, continuing government support for the UNFCCC and the Paris Agreement
- The National Climate Change Committee will ensure coordination in MRV activities
- Government employees will have sufficient time allocated for training, and support at all levels of government will remain strong
- Knowledge products will remain available to decision-makers and the broader public on the national climate change website.

Figure 2 National Inventory process prior to CBIT



Source: Second BUR

2.5. Main stakeholders and partners as planned

34. **Table 3** lists the project stakeholders identified a part of the ProDoc and the additional ones, added as part of the project's Inception phase.
35. **Partnerships**
- ✓ At the country level, the project was supposed to coordinate with other GEF-funded projects, particularly with Forth National Communications and 3rd BUR. At the level of project coordination, UNDP was expected to implement the UNDP-GEF Enabling Activity "Macedonia's Fourth National Communication and Third BUR" and this CBIT project using a combined project implementation unit, located at MoEPP along with the new MRV unit to ensure optimum coordination;
 - ✓ Overall coordination regarding the NC/BUR process and the CBIT process was expected to be addressed in the Law and Strategy on Climate Action;

- ✓ To ensure better coordination of the CBIT project with GEF-financed transparency initiatives in other countries, information on this project were to be uploaded into the **GEF-CBIT Global Coordination Platform database** to ensure effective project tracking to allow for joint reporting;
- ✓ Furthermore, the project was expected to maintain regular communication with the **Green Climate Fund (GCF) Readiness Program**, which was expected to support the development of a National Adaptation Plan (NAP), including recommendations on monitoring and evaluation of the plan. However, the GCF project has not materialized by the time of writing this report. The Office of the Deputy Prime Minister in charge of economic affairs, coordination of economic sectors and investments is the National Designated Authority (NDA) for the Green Climate Fund. Hence the need for coordination related to this Office in their capacity as the NDA, given the circumstances;
- ✓ The project was also supposed to communicate on a regular basis with other UNFCCC-related climate initiatives, such as the **Talanoa Facilitative Dialogue** (Republic of North Macedonia participated in the Talanoa Dialogue in 2018);
- ✓ The project team was expected to liaise with the EU delegation regarding activities that are co-financed with EU funds. The project was expected to also coordinate its activities with European Commission initiatives, such as its IPA-2 programming related to climate change policy and legislation and its capacity strengthening activities under the auspices of the Energy and Climate Regional Accession Network (ECRAN) and under the Joint Research Centre;
- ✓ Within the government, the project was expected to communicate with the Department of the European Union at MoEPP and with similar departments in other participating ministries in order to avoid any duplication of activities;
- ✓ The National Climate Change Committee (NCCC) were to serve as a two-way communication channel on activities that were deemed relevant to the project (for example, the NCCC representative from the Office of the Deputy Prime Minister in charge of economic issues, which is involved in both the SDG and EU integration); and
- ✓ Communication was also expected to be maintained with donors who are active in the country in the area of environment and sustainable development.

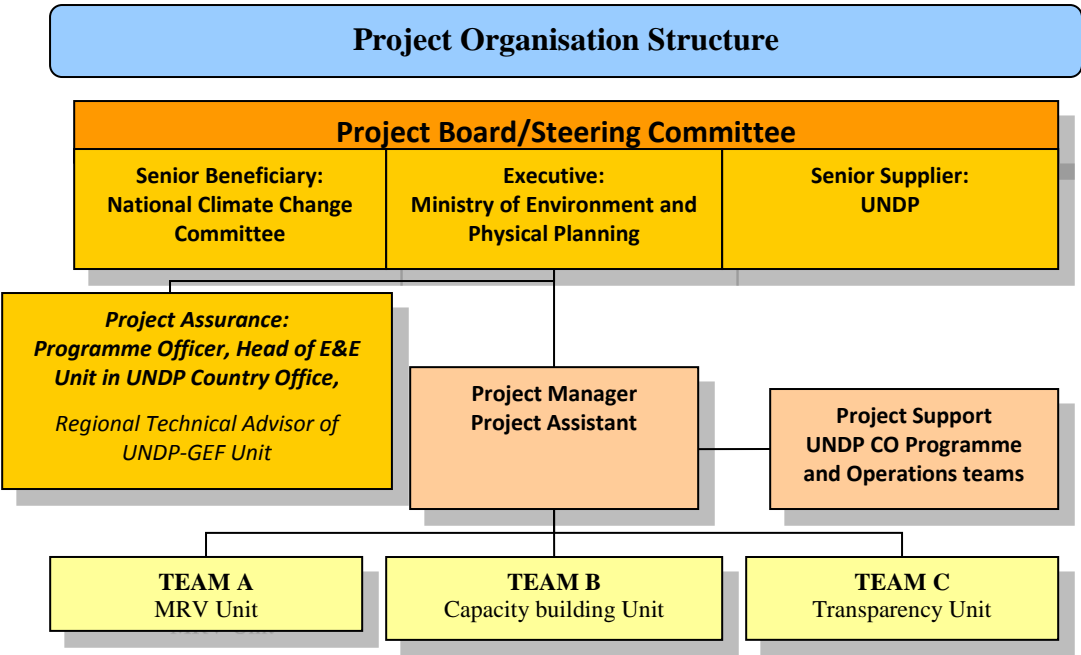
Table 3 Stakeholders' matrix

Stakeholders identified in the project document	Additional stakeholders identified in the inception phase
<ul style="list-style-type: none"> • Ministry of Environment and Physical Planning • National Climate Change Committee • Deputy Prime Minister in Charge of Economic Affairs • Ministry of Economy • Energy Agency • Ministry of Agriculture, Forestry and Water Economy • Ministry of Finance • Ministry of Transport and Communications • Ministry of Education • Ministry of Labor and Social Policy (which is responsible for gender issues and social inclusion issues) • Ministry of Health • State Statistical Office 	<ul style="list-style-type: none"> • Innovation Fund • Local Governance, Cities, Municipalities • Private sector
Source: Inception Report	

2.6. Implementation arrangements

36. Management arrangements are illustrated in *Figure 3*. The project was implemented under the Support to National Implementation Modality (NIM) whereby UNDP provided support to the MoEPP, in accordance with the Standard Basic Assistance Agreement between the Government and the UNDP, signed by the parties on 30 October 1995, and the Country Programme Document 2016 – 2020. The MoEPP was the Implementing Partner for this project, responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of UNDP resources. The Implementing Partner was expected to give support to the project through the provision of premises for the project office, as well as conference and meetings, whenever feasible. It will also provide support for preparation of GHG inventories through the staff time of the Informative Centre within MoEPP. The staff of the Public Relations Office within the Ministry was expected to provide support in communicating the project outcomes to the key stakeholders. The Implementing Partner was responsible for: approving and signing the multiyear workplans and the combined delivery reports (CDR) at the end of the year; and signing the financial report or the funding authorization and certificate of expenditures.

Figure 3 Organizational structure from the ProDoc



Source: ProDoc

37. The UNDP office was expected to provide substantive as well as administrative support services for activities within the Project Document/Annual Work Plan and in accordance with the regulations, rules and procedures of UNDP and GEF: identification and recruitment of programme or project personnel, procurement of goods and services, processing of payments, disbursements and other financial transactions, travel authorizations etc. The nature and scope of these services were described in more details in the Letter of Agreement signed between the UNDP Resident Representative and the Minister of Environment and Physical Planning. This type of implementation modality has been agreed due to the transitional stage of adjusting its institutional and regulatory

frameworks of the country to the requirements of the EU. However, UNDP was expected to make particular efforts in order to ensure future sustainability, and close collaboration with the MOEPP and other national stakeholders shall work out measures to build up the national capacities as part of the project implementation.

3. FINDINGS

3.1. Project Design/Formulation

3.1.1. Analysis of Results Framework: project logic and strategy, indicators

38. The Project document was well designed, containing a well- articulated TOC, with clear objectives and components. The project design was country driven and aimed to address country priorities (see the Section 3.3.3 on Relevance).
39. The quality of the results framework was satisfactory, with a justifiably short list of indicators, and with outcomes and outputs consistent with the TOC. The quality of MRV and the Qualitative Assessment of Institutional Capacity for Transparency-Related Activities was to be judged based on a rating system (See [Annex 5: Project Results Framework](#)), which was a reasonable solution in the absence of hard benchmarks. These CBIT-specific capacity indicators (2 numeric assessment scores) were very important because they allowed this project to benchmark its progress in capacity development but also because it allowed for comparison across CBIT countries. There were certain indicators and targets that could have been better formulated, as they are not SMART. For example:
 - The indicator “*Level of capacity to ensure gender equality and equity in climate change projects*”, had a target of “*Gender and Climate Change Action Plan developed*”: the latter is not well reflective of the indicator itself;
 - The indicator “*Country-specific training on gender and climate change*” should have read as “*the Number of training events delivered on gender and climate change*”;
 - The correct wording would have been “*Extent of integration*” and not “*integration*” for the indicator “*Integration of transparency concepts into key sectoral policies/legislation*”; and
 - in the case of the indicator “*Network Established*” is it unclear whether this is about formal establishment or not.
40. The UNDP gender marker is GEN 2, which implies “*Significant contribution to gender equality*”. The project was well designed to meet this criterion with gender responsive design of all the relevant components. This is discussed in detail in respective paragraphs of the Chapter 3.3.1 (indicators 4,8,11 and 16) and Chapter 3.3.8 on Gender equality and women’s empowerment
41. As mentioned earlier, the project was exempted from developing and managing the Social and Environmental Screening Procedure as it was perceived not to contain such risks, and hence not needing special design elements.

3.1.2. Assumptions and Risks

42. The main external risk for the project delivery was seen as related to the political situation in the country and extraordinary and/or regular presidential, parliamentary and local elections, for the mitigation of which the project team was supposed to maintain a non-partisan stance, and focus on the mission of bringing tangible project results while standing ready to respond to possible shifts in national priorities. Project risks and the proposed approach to mitigation are summarized in the Risk Log (see [Annex 6: UNDP Risk Log from Prodoc](#))

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	The institutional capacity created by the project would not be sustainable beyond the end of the project implementation period due to lack of financial support.	Jul 2018	Organizational	I = 3 P = 2	Parallel activities supported under IPA-II funding will support legislation that mandates reporting capacity. Furthermore, specific project activities will address post-project resource mobilization, and they will present clear roadmaps for data archiving and storage.	Project Manager	Programme Manager		
2	Transparency activities would not be considered sufficiently important by the Macedonian Government to ensure adequate participation in and support for project activities; resources and attention would be diverted to other issues	Jul 2018	Political	I = 3 P = 2	The project is explicitly designed to link transparency activities to high-level political priorities in the country such as EU accession. This linkage will ensure that the project maintains high-level support. In addition, awareness-raising activities for target groups such as parliamentarians and journalists will increase the constituency supporting action in these areas.	Project Manager	Programme Manager		
3	A lack of horizontal coordination across ministries and agencies could hinder data collection and analysis.	July 2018	Organizational	I = 3 P = 2	First, the NCCC will ensure regular communication across government agencies. Second, parallel legislation supported under IPA-II will mandate data reporting from sectoral ministries and other relevant bodies. Third, Component 2 of the project will strengthen capacity of offices within key ministries and agencies to ensure that they are able to provide the	Project Manager	Programme Manager		

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
					necessary data in a given format and time frame.				
4	The cross-sectoral MRV system might become obsolete or ineffective if transparency requirements change over time.	May 2018	Operational	I = 2 P = 1	The MRV system will be developed using open source software so that it may be maintained and updated as needed by any competent actor. Specific project activities will address system documentation, archiving, and storage.	Project Manager	Programme Manager		

43.).

44. While the risks emanating from the frequent elections were mentioned, as above, those stemming from the major government restructuring were underestimated. At the time of writing this report, the structure of the government was not approved, which was the key reason behind non-incorporation of the MRV Unit into the MoEPP structure (discussed under [Section Error! Reference source not found.](#)). Plus, one of the assumptions under the ToC was that The National Climate Change Committee (NCCC) would ensure coordination in MRV activities. That did not happen and at the time of writing this report it was dysfunctional, also, at least partly, resulting from frequent changes in the Government. The fact that the Government will be going through a potentially lengthy process of reorganization, was known at the time the ProDoc was developed, since it is supported by one of the IPA projects (this was exacerbated by the frequent elections). So, it was a risk that the Government together with UNDP took.

3.1.3. Lessons from other relevant projects

45. The Project Document does not contain a discussion of the lessons learnt from other projects that could have been taken into account in the design of this project. It must be mentioned that this was only the second CBiT project, so one could argue that there were no similar projects to learn from, but there were several initiatives building platforms and software for reporting under related topics (e.g. DRR, energy efficiency), plus the project had components on delivering training to municipalities and on gender mainstreaming: the lessons from previous similar efforts were not reflected in the ProDoc to demonstrate that the proposed design has indeed taken these into account.

3.1.4. Planned stakeholder participation

46. [Table 4](#) describes the planned stakeholder participation. It was revised at the Inception stage adding more stakeholders (highlighted in yellow), as a sign of the appreciation of the role of the private sector and the local government. Overall, the design assumed high level of local participation.

Table 4 Stakeholder Engagement Plan from the ProDoc

Stakeholder	Responsibility	Project Role
MOEPP	<ul style="list-style-type: none"> Key governmental body responsible for (a) coordinating implementation of the provisions of the UNFCCC and related agreements and (b) development of climate change policies 	MOEPP will serve as the implementing partner for the project and MOEPP will be involved

Stakeholder	Responsibility	Project Role
	<ul style="list-style-type: none"> and strengthening the institutional cooperation in the area of climate change Coordinates the National Climate Change Committee Responsible for reporting progress in climate change-related progress National Focal Point to the UNFCCC is the State Advisor on Climate Change in the MoEPP 	directly in the design of the proposed MRV Unit within the Ministry under Component 1.
NCCC	<ul style="list-style-type: none"> Established by the Government, consisting of representatives of all relevant stakeholders: government bodies, academia, private sector and civil society. a participatory platform aimed at providing high- level support and guidance for overall climate change policies in the country 	The NCCC will serve as the project steering committee.
Ministry of Economy	<ul style="list-style-type: none"> Key governmental body responsible for development of energy- related policies and responsible for reporting to the Energy Community Implements many of the policies, activities and projects that directly and indirectly impact climate change mitigation in the energy sector 	The Ministry will be represented on the NCCC and will participate in capacity strengthening, training and communication activities in Components 1 and 2. It may also provide important inputs to the policies and strategies supported under Component 2.3
Other Ministries	<ul style="list-style-type: none"> The Ministry for Transport and Communications - responsible for transport policy, housing and communal affairs, urban planning, management of construction land, and maintains the national vehicle registry The Ministry of Agriculture, Forestry, and Water Economy is a key partner and beneficiary in agriculture The Ministry of Labor and Social Policy is responsible for gender issues, social inclusion and jobs-related issues The Ministry of Health responsible for health and climate change vulnerability and adaptation policies 	These ministries (and others) will be represented on the NCCC and will participate in all project components, through training, sectoral analyses, and the tracking system.
The State Statistical Office (SSO)	<ul style="list-style-type: none"> Key governmental body responsible for collecting, processing, and disseminating data about the demographic, social, and economic situation in the country. They also provide statistical data to international organizations. 	The SSO will be represented on the NCCC and will work closely with the project team on data collection and reporting issues related to the tracking system and on gender-disaggregated statistics
Academia	<ul style="list-style-type: none"> Primary source of research on climate change issues and other key sectoral issues (#Channel for providing country-specific climate change research to the international research community via conferences and publications 	serve on the NCCC, and experts will form an important consultative group for the national networks of practitioners established under Component 1.3.
Civil Society	<ul style="list-style-type: none"> Source of training capacity Experience with gender issues Experience with climate change issues Networks in rural areas 	represented on the NCCC. They will contribute to national networks of practitioners (Component 1.3), gender-related analysis and training, and the dissemination of project results throughout the country.
European Union	<ul style="list-style-type: none"> Key source of legislative and policy support for climate change action, particularly future climate legislation Source of financing for mitigation activities through the IPA-2 funding window Source of co-financing for project activities Source of support for regional low-carbon planning work 	consulted regarding their current and planned activities in environmental information systems and climate change in order to maximize coordination on climate change legislation and training and to avoid the duplication of activities and information systems (see Section 5 for additional information).
Donor Community	<ul style="list-style-type: none"> Bilateral donors form a significant source of support for climate change-related capacity strengthening activities, including support for MRV systems at the municipal level Multilateral donors support capacity strengthening and investments in climate change mitigation and adaptation. Specifically, the GEF has provided financial support for reporting to the UNFCCC and associated capacity strengthening 	Liaised on a regular basis throughout implementation and will work with donors on effective in-country reporting of financial support received for climate change and on climate finance readiness and project pipelines and screening.

Stakeholder	Responsibility	Project Role
	<ul style="list-style-type: none"> The donor community represents a current and future source of climate finance 	
Innovation Fund	<ul style="list-style-type: none"> Leading government institution for supporting startups and innovative companies in the Republic of North Macedonia Co-financing of startups, micro, small and medium enterprises, registered in the Republic of North Macedonia. National Startup Council whose goal is the transformation of the Macedonian startup ecosystem Corporate Innovation Program to encourage collaboration between the private sector and startups Partnership with Amazon Web Services through which the Fund provides loans for the use of this global platform in the amount of 10,000, 25,000 and 100,000 US dollars Separate portfolio for investments in digitalization of agriculture and public institutions Development of a National Strategy for Artificial Intelligence Mentoring support for potential and current users 	Communication related to the project activities and results that can enhance FITR work within their responsibilities
Local Governance, Cities, Municipalities		Communication related to the project activities and results that can enhance their resilience to climate change
Private sector		Communication related to the project activities and results that can enhance their resilience to climate change

3.1.5. Linkages between project and other interventions within the sector

47. **Table 5** provides an overview of specific projects with which the CBIT project was expected to coordinate closely. The list is rather short, and does not include, for example, UNDP's own projects on local governance, projects by UNEP and the WB.

Table 5 Planned Synergies

Project	Donor	Implementing Agency	Timeframe	Status
Macedonia's Fourth National Communication and Third Biennial Update Report on Climate Change under the UNFCCC	GEF	UNDP	2018-2022	Ongoing
Developing climate change policy and legislation and capacity strengthening activities under the auspices of the Energy and Climate Regional Accession Network (ECRAN) and under the Joint Research Centre (preparation of a Law and a Strategy on Climate Action)	EU – IPA funds	GFA GmbH	2019-2021	Completed
National Adaptation Plan	GCF	UNDP	Was planned for 2019-2022; not yet materialized	Project proposal under development
Clima Proof - Enhancing Environmental Performance and Climate Proofing of	Austrian Development Agency	UN Environment	2016 - 2022	Ongoing

Project	Donor	Implementing Agency	Timeframe	Status
Infrastructure Investments in the Western Balkan Region from an EU integration perspective				

3.2. Project Implementation

3.2.1. Adaptive management

48. The project team displayed strong adaptive management by:
- adjusting well to working under COVID restrictions, for example by shifting some of the training to online format;
 - managing to deliver effectively in the circumstances of political turmoil and government restructuring; and
 - displaying flexibility and willingness to respond to Government requests for additional activities, not planned under the PRF, namely the Roadmap and the Investment Platform for implementation of the enhanced NDC.

3.2.2. Actual stakeholder participation and partnership arrangements

49. The project benefited from active stakeholder participation. This applied to central and local governments, CSOs and NGOs. In particular, as the interviews and the documents' review indicated, the municipalities were active in participating in the training and awareness raising events organized, and the NGOs were active as members in the Network of Climate Change Professionals. As for the Ministries other than the MoEPP, the TE has evidence of active participation by the Ministry of Labour and Social Policy- as the responsible entity for gender issues, social inclusion and jobs-related issues; The State Statistical Office (SSO), the Ministry of Finance (MoF) and the Ministry of Economy (MoE). As for the sectoral Ministries, like the Ministry of Transport and Communications and the Ministry of Agriculture and the Water Resources, they were not interviewed under this TE, but the evaluation team was informed that their participation was expected to be more active in the remaining time frame, when the Law on Climate Action was passed and they had a prescribed role by the law to report using the MRV platform (as well as when the NAP process gets started with GCF support).
50. Similarly, more active engagement with the private sector was expected in the remaining time frame, e.g., when the Platform for NDC investments goes live and the RoadMap for the Implementation of the NDC was ready for dissemination.

3.2.3. Project Finance and Co-finance

51. **Table 6** describes the budget expenditures against original budget by Outcomes. The project had certain initial delays and also low levels of delivery up until 2021, but then the pace was adjusted. There are no changes related to expenditures among outcomes. **Error! Reference source not found.** The analysis for the budget of the project by categories demonstrated that the spending was over the budgeted amounts for contracts: this was explained by the need to, at times, engage not local

but international consultants (due to the lack of local consultants), and this could be a learning for future similar projects in the region. Underspensing was noticed for training and communication, as many training events were moved online due to COVID.

52. *Table 7* presents information on the co-financing. There was no cash co-financing planned. As for in-kind contribution, the MoEPP had provided its agreed upon in-kind contribution in the form of premised, internet connection, staff support, etc. (NB: in the last year the project team was not located at the MoEPP since the premises were damaged due to fire).

Table 6 Budget execution (as of January 2022)

	2019	2020	2021	available for 2022	TOTAL
Outcome 1 expenditures	45,079	80,110	131,684	71,127	328,000
Outcome 1 budget (ProDoc)	125,800	101,100	101,100		328,000
Outcome 2 expenditures	0	34,806	171,384	79,810	286,000
Outcome 2 budget (ProDoc)	120,000	111,000	55,000		286,000
Outcome 3 expenditures	0	147,398	314,936	123,666	586,000
Outcome 3 budget (ProDoc)	219,700	210,700	155,600		586,000
Project MNG expenditures	506	8,222	47,781	63,491	120,000
Project MNG (ProDoc)	31,000	42,500	46,500		120,000
Total budget					1,320,000
The project document was made for 36 months of implementation, starting 1 January 2019, ending 31 dec 2021).					
However, the approval for the ProDoc by GEF and actual signing was prolonged for 6 months, meaning the project started in June 2019 and will end in June 2022. So, this gives 36 months of implementation but in 4 years rather than 3.					

Table 7: Co-Financing (as of January 2022)

Sources of Co-financing	Name of Co-financier	Type of Cofinancing	Investment Mobilized	Amount \$ (at CEO approval)	Amount \$ (at TE stage) *
Government	MoEPP	In kind	10,000 USD	10,000 USD	10,000 USD
Development partners (parallel financing)	European Commission	In kind	1,400,000 USD	1,400,000 USD	1,400,000 USD
			1,410,000 USD	1,410,000 USD	1,410,000 USD
* MoEPP had provided its agreed upon in-kind contribution in the form of premised, internet connection, staff support. etc. The EU funded IPA project supported in part the drafting of the law on Climate Action and the Long-Term Strategy on Climate Action					

3.2.4. Monitoring & Evaluation

53. The ProDoc had a Section on the M&E, stating that Project-level monitoring and evaluation would be undertaken in compliance with UNDP requirements as outlined in the UNDP POPP and UNDP Evaluation Policy and in line with additional mandatory GEF-specific M&E requirements and other relevant GEF policies. There was no separate budget line for the M&E (except for the Terminal Evaluation, which also covered Inception Workshop and the costs for the KM Specialist for the Lessons Learned Report). [NB: Currently, most CBiT projects have a separate M&E component, but that was not a practice when this CBiT project was designed and therefore M&E budget was included under technical components].

54. Certain activities had self – evaluation components, which allowed to capture the perspectives of women and men involved and affected by the project (e.g., training participants), but the project could have benefitted from certain assessments to capture project outcomes, e.g., outcome of the mentorship program in terms of actual implementation, outcomes of training in terms of using the knowledge in workplaces, etc.
55. The information provided by the M&E system was used to improve and adapt project performance, e.g. in the case of (a) soliciting the feedback from the training and events' participants and (b) guiding the achievement of the 2 CBiT Capacity indicators, discussed earlier in Chapter 3.1.1. The MoEPP was part of assessment of the achievement of these indicators and capable of assessing these post-project.
56. In conclusion, the M&E is **satisfactory** in consideration of the quality of the PIRs, the TE Interviews, and the information contained in the reports.
57. The ratings are (see [Table 8](#)): *M&E at design- 5; M&E plan implementation -5; Overall quality of M&E -5 (i.e., All satisfactory)*

Table 8: M&E ratings

Monitoring & Evaluation (M&E)	Rating
M&E design at entry	5 (Satisfactory)
M&E Plan Implementation	5 (Satisfactory)
Overall Quality of M&E	5 (Satisfactory)

3.2.5. UNDP support and Implementing Partner execution and overall project implementation/execution, coordination, and operational issues

58. The level of UNDP support for the national partner execution was rated highly satisfactory by all the interviewees. This was especially important given the low capacities and high turnover at the MoEPP. The level of national execution could be rated as only “satisfactory”- impacted by the non-achievement of the target of the incorporation of the MRV Unit. The overall project implementation/execution is **Satisfactory** (see [Table 9](#)).

Table 9: Ratings for UNDP Implementation/Oversight & Implementing Partner Execution

UNDP	Implementation/Oversight	&	Implementing	Partner Execution	Rating
Quality of UNDP Implementation/Oversight					6 (Highly Satisfactory)
Quality of Implementing Partner Execution					5 (Satisfactory)
Overall quality of Implementation/Oversight and Execution					5 (Satisfactory)

3.2.6. Risk Management

59. As mentioned earlier the project was exempt from monitoring of the “Social and Environmental Standards (Safeguards)”.

60. The project maintained and made regular updates to the Risk Log in the ATLAS. Interestingly, the risks related to the MRV Unit are not reflected there. The PRF had the following risk *“Insufficient human and financial resources for operationalization of a national platform/MRV system”*, which is different from the risks associated with the possibly protracted decision making when it comes to restructuring of Government bodies: this was also discussed in Section 3.1.2 on addressing the risks as part of project design. Possibly, if the risks of unclear timeline associated with the incorporation of the MRV unit into the structure of the MoEPP were highlighted sooner, it could have led to elevating the issue to even higher level of the government (Prime Minister level) which could have facilitated the resolution. These are however conjectures only.
61. The updates to the Risk Log in Atlas had identified new risks- in particular those related to COVID and the fire at the MoEPP building in September 2020, which destroyed project premises and documents:
- In the case of COVID, the project, as discussed earlier, successfully managed those, e.g., by transitioning to online format for some of the training/events. In 2020, project staff organized a series of 26 online webinars and trainings during the COVID lockdown period that were well attended and generated active discussion; and
 - As for the fire, the project was rehoused at the UNDP premises, but this was only for the project manager and the associate, while the junior consultants- MRV team - worked from home; as mentioned in the Risk Log, this was not the best solution, and this was the case at the time of the TE.

3.3. Project Results and Impacts

62. This section provides an overview of the overall Program results and assessment of the relevance, effectiveness and efficiency, country ownership, mainstreaming, sustainability, and impact. In addition, evaluation ratings for overall results, effectiveness, efficiency and sustainability are also provided against the PRF⁹.

3.3.1. Progress towards expected outcomes

63. For **Table 11** the “status of target achieved” is color-coded according to the scheme in **Box 1**.

Box 1 Colour-coding guide for the rating the “status of target achieved”

Green: Completed, indicator shows successful achievements	Yellow: Indicator shows expected completion by the EOP	Red: Indicator shows poor achievement – unlikely to be completed by project closure
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The Subsections below discuss the achievements for the 3 Outcomes and the objective (rated*)

3.3.1.1. Outcome 1 Institutional capacity strengthening for MRV

64. For the Indicator 5 *“Existence of a designated CC MRV unit at MoEPP”*, the EoP target *“MRV unit continues to function and oversee climate change reporting on national and international commitments”*, was unlikely to be achieved: the contracts of the MRV team ended by the end of

⁹ Evaluation ratings are on a scale of 1 to 6.

2021. Despite all efforts, the MOEPP could not employ them at the time of this report, since the Governmental functional analysis had not been adopted. The MoEPP was revising its systematization of job positions, and the new organizational chart included the MRV unit the project- administered “administrative capacity survey” which helped to specify job profiles and cost estimates for a functional climate change transparency/MRV team. So, it was up to the MoEPP to use it, but it was unlikely for the revised structure to be approved before the EoP. The views from the officials from the MoEPP on the option of keeping the team of the junior consultants on consultancy contract by the MoEPP until then varied drastically. In addition, apparently some of the junior experts had left even before the end of their consultancy contract for other jobs. This was perceived by one senior interviewee as a lesson learnt to require “commitment” letters in similar situations in the future. **Rating – is “not achieved”,** but with a caveat that (a) this was beyond the control of the Project and the CO and (b) this was very likely to happen later in 2022.

65. For the *“Indicator 6: Quality of transparency activities undertaken by government organizations”* the *EoP target* was 7, (i.e., *“Measurement regarding GHG is broadly done (with widely acceptable methodologies), need for more sophisticated analyses to improve policy; reporting is periodic with improvements in transparency; verification is done through more sophisticated methods even if partially.”*). This was **on track**, and here the TE team concurs with the self- assessment by the Project team. The MRV platform had been developed and was in testing phase at the time of this report. The platform was likely to be fully functional in Q1 of 2022 (with the passage of the Law expected in March and bylaws shortly thereafter). Additional report queries were developed related to adaptation, GHG emission projection, capacity building and climate finance¹⁰. Training for administrators and users was expected in the second quarter of 2022. The MRV platform was expected to enable the reporting both to the UNFCCC and the EU /Energy Community in the areas of energy and climate change. The harmonized digital collection of this essential data was expected to facilitate the work of all stakeholders involved in the transparency process and provide improved and more accurate data. The MRV platform was designed to serve as a foundation for continuous transparent reporting that could be enhanced and expanded as needed. The most of the Interviewees for the TE that were familiar with the MRV platform were unanimous that this was a huge step. It should however be mentioned that not all the central government agencies who were interviewed were well aware about it: the project’s vision was that the time for that would come when the draft Law on Climate Action is passed that would, inter alia, oblige the use of the platform. It could be argued that this should have started sooner, but there was a complication related to the government restructuring.
66. The project benefitted from the Czech experience: more than 20 North Macedonian climate change professionals from the MoEPP, State Statistical Office (SSO), Macedonian Academy of Sciences and Arts, Faculty of Agriculture and Food and Agriculture Institute participated at the virtual study tour to the Czech Hydro-meteorological Institute (CHMI) in Prague. The participants had an opportunity to get first-hand information and experience from the Czech experts on institutional setup, and dual reporting requirements to the UNFCCC and to the European Environmental Agency. The focus was put on--data collection, methodologies, current challenges for the GHG Inventory sectors: Agriculture, Livestock, Land Use Change and Forestry (LULUCF), Waste and IPPU. The Czech Republic was identified as a good counterpart for the study tour because they already had to adapt to producing multiple inventory reports for different organizations and could share their experience on

¹⁰ Temporary link <https://insmk.myfirewall.co:9055/>

how they manage that process on a practical, day-to-day basis. The Czech Republic joined the European Union in 2004 and reports each year on its emissions to the UNFCCC and to the EEA. The CHMI is responsible for collecting data, compiling the GHG inventory, and producing reports for the Czech Government. North Macedonia's candidate country status and membership in the Energy Community mean that climate experts would have to manage these types of reports as well, so this exchange was very beneficial for the participants.

67. For the *“Indicator 7: Presence of national networks established of staff responsible for MRV within the key relevant government organizations, as well as local experts”*, the EoP target was *“Network established”*. The project had helped to put together a Climate Transparency network of national practitioners, which was useful in terms of channelling training while also building the capacity of their members, who actively engaged in the project activities. The network included 78 nominated representatives (out of which 61% female and 39% male) from 28 institutions and organizations- from governmental institutions, the network comprises representatives from the NGO sector, academia, universities and international organizations that implement complementary projects.
68. The project reports as “exceeded the target”, but the TE rating is **“on track”**, as certain clarity is needed for the future of the network
69. For the *“Indicator 8: Level of capacity to ensure gender equality and equity in climate change projects”* the EoP target was *“At least 30% of the Action Plan implemented”*. The Project reported that the target for this indicator was exceeded. The Gender and Climate Change Action Plan (see *Annex 7: Gender Action Plan*) was commended as one of the top 7 of 94 gender action plans reviewed by a UNDP gender audit in reporting specific and traceable results. It was assessed that 80% (12 of 15) of the actions in the Gender and Climate Change Action Plan have been implemented. In particular (for additional elements, i.e., links to the products of other development partners see the Section 3.3.8 on Gender Equality and Women's Empowerment):
 - training and mentorship program for the representatives of the municipalities and Public Enterprises (see *Indicator 11*);
 - specific research on gender and transparency: the project had supported the collection of field data relevant to gender and climate change by introducing and using micro-narratives to ensure both men's and women's perspectives on the issues and challenges caused by climate change are identified (see <https://narratives-study-georgia.github.io/gender-climate-change/index.html> and the relevant blog <https://www.mk.undp.org/content/north-macedonia/en/home/blog/gender-and-climate-blog.html>);
 - gender disaggregated data in project surveys and for sectoral transparency data was collected;
 - A national informal *Gender and climate change network for civil servants* - 319 persons working in the field of gender and climate change at the national and local administrative level (61% of the network participants are women)- served as basis to channel the training through. The mission of this network is not described in the project documents, and there was no clear vision for the sustainability for it (see the Section 3.3.7 on Sustainability); and
 - Women comprised more than 60% of training participants in project workshops.

70. Women actively participation in project activities. UNFCCC and Gender Focal Points, Gender Machinery and Parliamentarian Commission on Equal Opportunities together with UNDP were engaged to promote leadership roles for women in climate action. The TE team concurs that the target for this *indicator has been exceeded*.

3.3.1.2. Outcome 2: Training and tools for activities conducted under Article 13

71. For the “*Indicator 9: Number of toolkits on MRV for Climate Change Mitigation and Climate Change Adaptation: a) developed and b) used*”, the EoP targets were:

a) 8 toolkits on MRV are available to stakeholders: 12 training modules were publicly available on the national climate change platform <https://www.klimatskipromeni.mk/#/index/main>, relevant to GHG inventory, mitigation, adaptation, gender, private sector engagement, green jobs etc. The Tools for MRV for Climate Change Adaptation were expected to be developed as part of the process for development of the National Adaptation Plan. In particular, these included:

- [GIS sensemaking](#) to improve quality of the Macedonian GHG inventory in the areas of agriculture, land use and forestry
- GIS visual tool to support development of Spatial & Urban Plans taking climate change into consideration <http://gis.moepp.gov.mk/visios/PPKP>
- the Tool for intersectoral prioritization of Climate Change mitigation & Adaption measures/actions prioritizacija.klimatskipromeni.mk/#/; and
- [Gender and climate change journey map](#)

b) Employees working in at least 3 government agencies report using the toolkits in their work

1. Training module for Climate Finance was used at the time of this report, even though the Law on Budget was yet to be adopted;
 2. the State Statistical Office SSO used the MRV training modules on GHG inventory in agriculture; as well as the GIS sensemaking tool; and
 3. GIS visual tool to support the development of Spatial & Urban Plans taking climate change into consideration <http://gis.moepp.gov.mk/visios/PPKP> was used at the MoEPP and by the Agency for Spatial Planning;
 4. Besides, the partnership established with the Crisis Management Centre (CMC) in the area of climate change resulted in incorporation of new modules in their existing e-platforms for multi-risk and multi-hazard assessment countrywide. This module was already in use to some extent at the time of this report, The platform was expected to create an enabling environment to gather and analyze data relevant for reporting towards the Sendai Framework for DRR and SDGs. The new modules were to be piloted in the first half of 2022 in municipalities where UNDP was implementing projects aimed at climate change adaptation and resilience building of local communities
72. The documentation for the design of the MRV platform, was expected to serve as a toolkit for future design and expansion of the system.

73. To support the use of toolkits, CBIT project experts and MoEPP employees implemented the training plan for 2020 and 2021 and organized a series of 26 online webinars and trainings during the COVID lockdown period that were highly attended (750 participants, 61% women) and generated active discussion. Topics included energy sector reporting, Inter-Governmental Panel on Climate Change (IPCC) guidelines on reporting, the transport sector and waste, the agriculture, forestry, and other land use (AFOLU) sector, among others.
74. The project has assessed this indicator as “**achieved**”, and the TE concurs with that.
75. For the “*Indicator 10: Integration of transparency concepts into key sectoral policies/legislation*” the EoP target was “*At least 2 policies or laws integrate transparency concepts*”: the TE concurs with the project self-assessment that it was met.
76. The project had also achieved significant results in the mainstreaming climate change issues into sectoral policies mainstreaming gender and gender indicators into the climate data monitoring, NDC tracking and MRV platform, as well as gender and climate change strategies.
77. The project has provided transparency inputs to:
- the National Strategy for Agriculture and Rural Development 2021-2027 ([Macedonian version](#) only), adopted 16 January 2021;
 - the Strategy for Regional Development of the North Macedonia (2021-2031) ([Macedonian](#)) adopted 2 April 2021;
 - the Long-term Strategy on Climate Action (2021);
 - the Law on Waste Management (2021);
 - the Programme for sustainable regional development and decentralization and Action Plan (2021) and
 - the Strategy for equal opportunities
78. In addition, the project provided transparency-related inputs to other key documents, the finalization and adoption of which was delayed due to the COVID-19. These documents were still expected to be completed and adopted in 2021. These include: the *draft Law on Climate Action*, (expected to be passed by March 2022), the *draft Law on Gender Equality*; *Strategy on Gender Equality*; *National Development Strategy*: all mentioned documents are compiled and published on the national climate change web platform <https://klimatskipromeni.mk/article/248#/index/main>
79. And finally, the project provided input in the development of climate change informed sectoral policies, e.g., the [Energy Development Strategy](#).
80. For the “*Indicator 11: Country-specific training on gender and climate change*” the EoP target was “*A gender module has been developed for delivery in the context of climate finance training*”: this was reported as **met** in the TOR, with which the TE concurs.
81. The project has developed and delivered 10 gender and climate change specific trainings on national and local level, with the latter involving both municipality staff and the staff of Municipal Public Enterprises. The modules were made publicly available at the climate change platform. In the

assessment of the training results by the training provider, 81 percent of training participants thought that it has met their expectations, and the rest- “somewhat”. The interviews for this TE confirmed that the level of satisfaction with these training was high. But the vision for sustainability of such training was not present (see [Section 3.3.4](#) on Sustainability)

82. As a follow-up to the training, a mentorship programme was initiated for the interested municipalities. The Gender and climate change mentorship programme resulted in 102 proposed gender and climate change actions incorporated in the 2022 budget of the 17 municipalities that expressed interest for follow up (see [Box 2](#) for an example from the municipality of Kocani).
83. For the “[Indicator 12: Level of dissemination of knowledge products produced by the project](#)”, the EoP target was “[All knowledge products generated by the project are available on the internet, including a list of these products](#)”: the TE concurs that the target was met.

Box 2 Mainstreaming gender and Climate Change on local level - Good practice from Municipality of Kocani

Twelve mentoring sessions were organized with the Coordinator for equal opportunities. The Equal Opportunities Program for 2022 was reviewed and climate change mainstreamed. Also, other eight municipal programs in climate change related areas (Program for public lightening, Program for waste management, Program for environment, Program for abandoned dogs, Program for parks and vegetation, Program for urban planning, Program for public transportation and Program for public cleanliness) were reviewed and gender mainstreamed.

This cooperative effort resulted in proposed changes in the following activity areas of the Equal Opportunities Program for 2022:

- *Collection of gender statistics to include statistics regarding sectors that are in co-relation with climate change sectors*
- *Training and coordination of activities for development of gender sensitive policies regarding climate changes*
- *Economic empowerment for women, attention should be on women in agriculture how to sustain their businesses and production that is under severe influence of climate change*
- *Realisation of other measures that will arise not only from the new Law for equal opportunities but also from the National gender and climate action plan*

Furthermore, 90% of the municipal programs in climate change related areas are gender sensitive

a) National Dissemination

84. All the **Capacity building materials** are on the website, including:
- [Trainings and capacity building](#);
 - Development of knowledge products: [Klimatski promeni](#); and
 - Development of various training materials [Klimatski promeni](#).
85. At the time of the TE, the national web platform www.klimatskipromeni.mk featured not only the products (manuals, presentations, report) produced by the project, but also links to similar products by other agencies, including UNDP, but not only. The bullet points below provide examples of that: (see also [Section 3.3.8](#) on GESI and [Section Error! Reference source not found.](#) on Synergies)

1) Publications/web media:

- UNDP (Climate Promise), [State of Climate Ambition](#), Oct 2021;
- NDC Synthesis report 2021 [National determined contributions under the Paris Agreement. Synthesis report by the secretariat \(unfccc.int\)](#), Sep 2021;

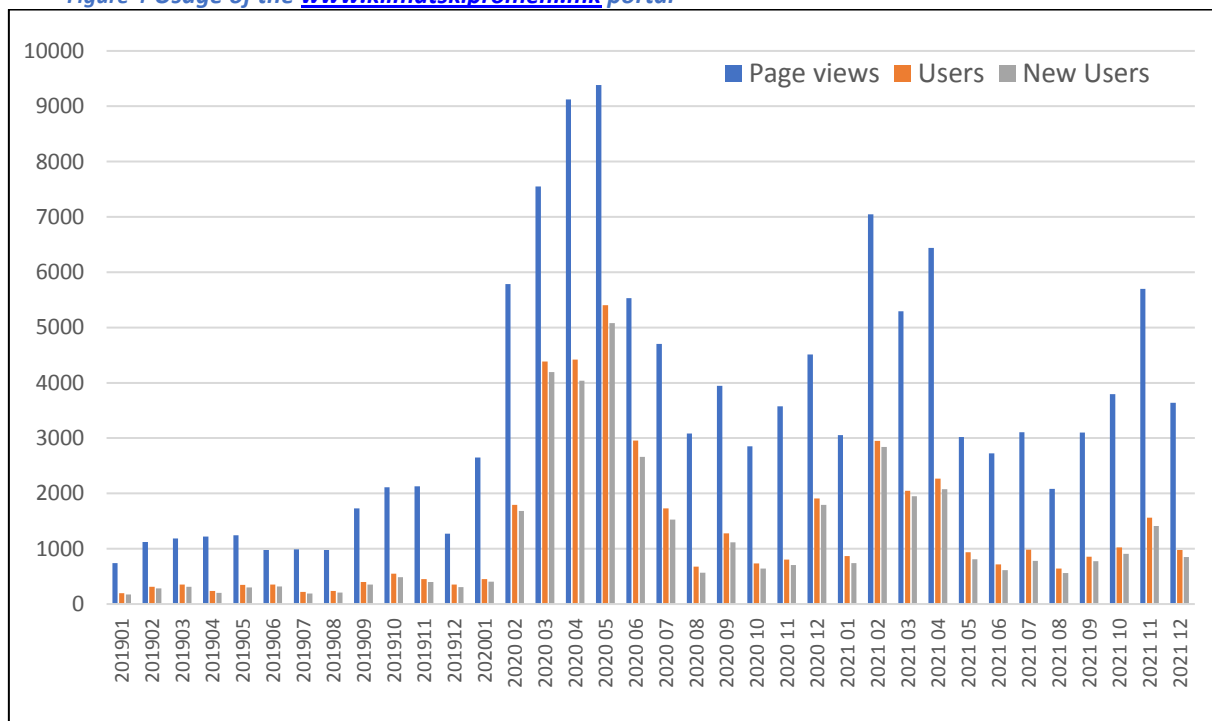
- CBiT project has been featured in the [GEF report for the 59th GEF Council Meeting](#), December 7 – 11, 2020;
- [Exposure piece](#) about how countries in Europe and Central Asia have increased the ambition in their NDCs in 2021, Nov 2021; and
- COP26 UNDP Flagship event 'Ambition from the Frontlines: Recognizing champions with the Climate Promise', address of the Macedonian President [UNDP: Ambition from the Frontlines: Recognizing Champions with the Climate Promise - YouTube](#), Nov 2021

2) Workshops/Events:

- GSP technical training on '[Updating and maintaining the Energy Sector GHG inventory](#)', December 2020;
- Ekosvest '[Regional Conference: Climate Change and Green economy](#)' June 2021;
- [#EarthHourMK: Дали природата го возвраќа ударот? - YouTube](#), March 2021;
- Mladi lideri [Sezoni 3, Episodi 9 / Ndryshimet klimatike - YouTube](#) Jan 2021;
- UNDP '[SDG Scan Tool Webinar](#)' June 2021; and
- UNDP '[Education and Awareness for Climate Action in Europe and Central Asia](#)' June 2021

86. The national web platform www.klimatskipromeni.mk had significantly increased the number of posted content (780 new posts in 2021) with more than 13,000 visitors. The platform has been opened 44,000 times. Most frequent visitors were young people (61%). As could be seen from [Figure 4](#), there was an increase in both the number of users and new users over time, and especially after January 2020, with another pick around the April 2021, clearly linked to #ItsPossible campaign (see next).

Figure 4 Usage of the www.klimatskipromeni.mk portal



87. The national climate change website was publicized during the 3 #ItsPossible live events (shown on YouTube and Facebook in April and May 2021) to raise awareness and understanding of the country's enhanced NDCs **#ItsPossible** to activate real solutions in tackling climate extremes in the country:
- April 21, 2021: Recording (English version): [Nationally Determined Contributions in Focus](#) #ItsPossible to reach the 1.5-degree global target with ambitious #ClimateActionNow
 - April 27, 2021: Recording (English version): [Green Recovery](#); #ItsPossible to tackle the climate crisis in alliance with the private sector; and
 - May 5, 2021 Recording (English version): [Resilience to Extreme Climate Events](#)
88. These events involved a total of 36 participants (53% women), composed of 12 high-level speakers (42% women), 14 experts (43% women), and 10 NGO representatives (80% women). The hybrid in-person/virtual event received 740 live views on YouTube and reached an estimated 66,400 people (44% women). In addition, knowledge products were presented to high-level decision-makers in targeted briefings. In June 2021, the consultants who had prepared analysis on financing the NDC and on a carbon tax presented their findings in a joint briefing and Q-and-A session for the Ministers of Environment and Finance. Finally, the proposed design of the MRV Platform is integrated with the national climate change platform. All knowledge products produced by the project (24 in total) are placed on the national climate change platform <https://www.klimatskipromeni.mk/article/548#/index/main> as well as presented to high-level decision-makers in targeted briefings.
89. Recommendations from the Knowledge Management Plan (2020), which was based on communication survey in 2019 (NB: they are made every 2 years since 2017, by the Communications Department of the MoEPP) had been fully implemented. The national climate change platform has been improved to enhance document management, transparency of data and intelligent search engine.
90. Several interviewees for this TE commented, however, that the project products needed targeted distribution and that the presence on the website was not enough (see also [Section 3.3.5](#) in the part of Communication). For example: the training manuals could have been sent to all the training institutions and organizations that could benefit from these; the research reports could have been sent to the research entities with the related profile, and there could have been email notifications to all agencies that would benefit from the various platforms and tools supported by the project.

b) International Dissemination

91. In 2020, the project team presented their experiences and good practices at 8 international events and has been featured in 3 publications, including the GEF report for its 59th Council meeting. In 2021, knowledge products were shared with transparency stakeholders across South Eastern Europe through a special webinar describing the project's approach to KM. The project shared its experiences with other countries. Experiences and good practices were featured in the Synthesis report 2021 on NDCs under the Paris Agreement, published by the UNFCCC Secretariat. The following products by the Global Support Programme (GSP) for NCs and BURs that also featured material featuring and promoting experience exchange¹¹:

¹¹ <http://un-gsp.org/about-global-support-programme>

- GSP [“Experiences of North Macedonia on Innovation in Communication in climate change topics”](#), March 2021
- GSP [“Annual Western Balkan and Eastern Europe Network meeting”](#) Jan 2021
- GSP [“Third Regional Workshop on Supporting the Integration of Gender Considerations into MRV/Transparency Processes in the Western Balkan Countries and Lebanon”](#), Feb 2020; and
- GSP [“Experiences of Serbia and North Macedonia in implementation of their CBIT projects”](#), June 2020

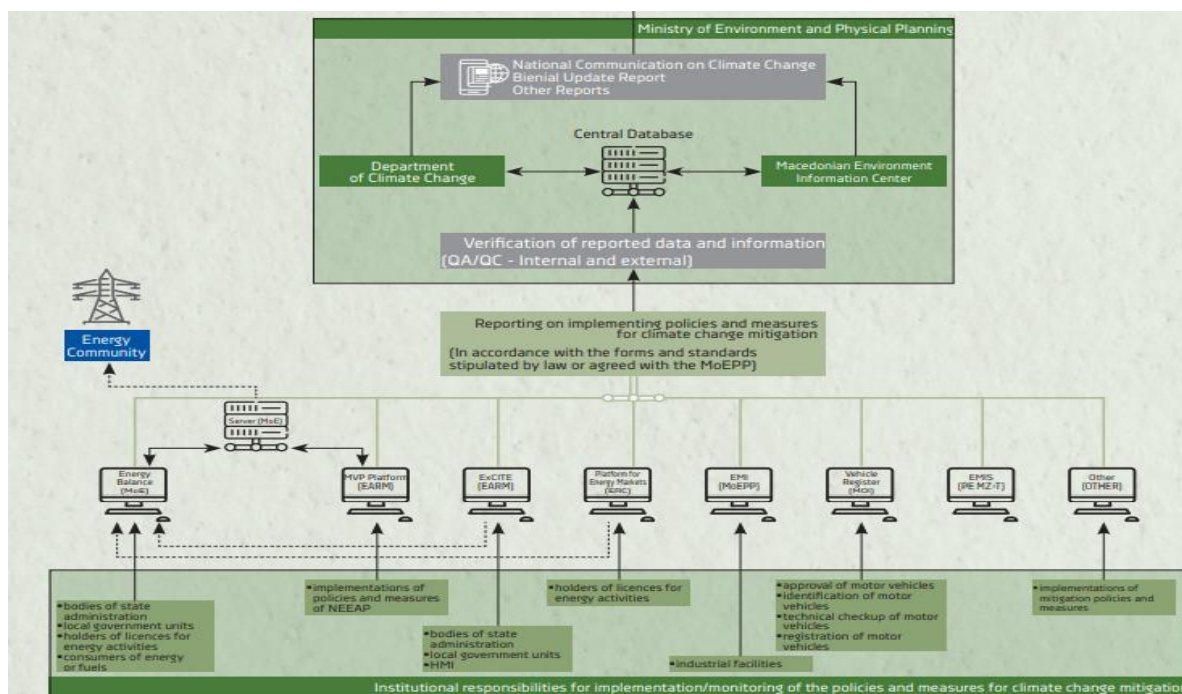
3.3.1.3. Outcome 3 Design and implementation of a sustainable national MRV system

92. For the *“Indicator 13: A national platform fully functional to manage transparency data and report on NDC progress”*, the EoP target was “1”: the Macedonian platform for Monitoring, Reporting and Verification of Climate Actions (Temporary link <https://insmk.myfirewall.co:9055/>, see **Error! Reference source not found.**). Data entry was underway at the time of writing this report. Connection with the National Environmental Information System (NEIS) supported by the IPA project by the EU, and other relevant platforms had been enabled but was expected to be initiated once these platforms were fully functional. So, while the project team reported that this targeted is achieved the TE rating is **“On track”**
93. For the *“Indicator 14: Number of government agencies reporting data to the national platform on a regular basis”* the EoP was “4”. The number of key governmental entities reporting mitigation-relevant data was 12 at the time of writing this report. In addition, six (6) private companies (electricity production ELEM, EVN; district heating BEG; Cement Factory USJE; Steel works MAKSTIL; Association of private forest owners) and four (4) faculties (Faculty of Agriculture, Faculty of Forestry, Faculty of Mechanical Engineering, Faculty of Energy and IT) in two (2) academic institutions (Macedonian Academy of Sciences and Arts, Institute of Agriculture) were also reporting data. The Law on Climate Action, once adopted (expected to be adopted by March 2022) was expected to formalize data sharing and reporting requirements for government institutions. The MRV platform was developed to correspond to the (draft) Law and Strategy on Climate Action. The draft Law on Climate Actions set the baseline for the MRV platform, and had been amended by MRV platform bylaw. As in the case with the previous indicator, while the project management rated this as “achieved”, the TE rates it as **“on track”** until the Law and the bylaws are adopted, even though the Strategy was already adopted.
94. For the *“Indicator 15: Number of government agencies accessing data and information on the national platform”*, the EoP target was “10”. This activity was postponed to 2022. Testing was successfully completed in 2021. The interviews for this TE indicated that with some caution, this can be rated as **“on track”**, given that it is likely that the Law will be adopted in March and the additional training for the users will be completed by then.
95. For the *“Indicator 16: Number of MRV tools that incorporate Gender-sensitive measurement and reporting”*, the EoP target was “2”.
 - The MRV platform scoping report conducted in December 2020 -January 2021 identified 41 potential gender-sensitive indicators that could be used in the MRV platform. Several of the policies and measures included in the updated NDC that would be tracked by the new MRV platform now include gender indicators; and

- the project supported the introduction of climate change in the new Gender Equality Strategy (submitted for adoption to the Government) that also included gender and climate indicators. These indicators are also expected to be monitored and evaluated once the Strategy is adopted by the Government.

96. This target is **on track** as expected through the use of gender-sensitive NDC tracking and gender indicators in the MRV platform

Figure 5 Vision for the MRV system



Source: Second BUR

3.3.2. Progress towards objective

97. For the **“Indicator 1 (CBiT TT Indicator 3): Quality of MRV Systems*”**, the EoP target was **“7*”**, i.e., **“Measurement regarding GHG is broadly done (with widely acceptable methodologies), need for more sophisticated analyses to improve policy; Reporting is periodic with improvements in transparency; verification is done through more sophisticated methods even if partially”** (see **Annex 5: Project Results Framework**). The project was **on track** to achieve this target. The MRV system design introduced transparency concepts as per the requirements of the Paris Agreement, enabling efficient coordination, engagement and information necessary for use in compiling Macedonian regular UNFCCC reports and for actions presented in the enhanced NDC. Furthermore, the CBiT project has coordinated closely with the MoEPP to integrate the key elements of the national MRV platform into the NEIS, and has made specific recommendations for changes in sectoral legislation in order to regulate and systematize this process. An international company (Aether) with local expertise was hired to develop the architecture of the MRV platform. A domestic company (Gove DOO) worked with them and was in charge of software engineering of the system: this has

ensured that the system design and features were compatible with existing databases and reporting requirements.

98. The harmonized digital collection of this essential data is expected to facilitate the work of all stakeholders involved in the transparency process, and provide improved and more accurate data. The MRV platform is expected to enable reporting both to the UNFCCC and the EU /Energy Community in the areas of energy and climate change. The MRV platform was designed to serve as a foundation for continuous transparent reporting that can be enhanced and expanded as needed.
99. For the *“Indicator 2: (CBIT TT indicator 4): Status of Convention obligations on reporting, including mitigation contribution”*, the EoP target was *“Updated NDC endorsed by the Government and submitted to the UNFCCC by Q4 2020”*. The Governmental elections and subsequent delays combined with restrictions and other impacts of the COVID-19 pandemic resulted in delays in the endorsement and submission process for the 3BUR and the updated NDC. However, both documents had been endorsed by the Government and submitted to the UNFCCC. The 3BUR was adopted by the Government in April 2021 and submitted to the UNFCCC on June 3, 2021. The enhanced NDC was endorsed by the Government in April 2021 and submitted to the UNFCCC on April 16, 2021. The project has **achieved** this target.
100. The project has delivered two other important products that were not envisioned in the ProDoc:
 - *A Roadmap for implementation of the Macedonian enhanced NDC* developed, following the framework of undertaking and communicating ambitious efforts in GHG mitigation as indicated in Article 3 of the Paris Agreement. As such, the Roadmap could be used to: (a) increase awareness and provide guidance for key stakeholders on the actions necessary to achieve the ENDC target; and (b) set out a pathway with concrete mitigation actions and interventions leading to emission reductions and transformational change in the energy, agriculture, forestry and land use change (AFOLU) and waste sectors; and
 - *A web based enhanced NDC Impact Investment Platform* developed to support financing and efficient implementation of the NDC. The enhanced NDC had been pinpointed as most ambitious in the region, and Macedonia has been featured as climate champion on many high level COP26 events. Political support from highest level has been evident from many events and media articles in this period. This platform has a potential to enable the MoEPP to connect investors/financial institutions/donor/international community.
101. For the *“Indicator 3 (CBIT TT indicator 5): Qualitative Assessment of Institutional Capacity for Transparency-Related Activities**”*, the EoP target was *“3**”, i.e., “Designated transparency institution has an organizational unit with standing staff with some capacity to coordinate and implement transparency activities under Article 13 of the Paris Agreement. Institution has authority or mandate to coordinate transparency activities under Article 13. Activities are not integrated into national planning or budgeting activities.”*
102. The Macedonian Government has adopted the *Long-Term Strategy on Climate Action* in September 2021. The Law on Climate Action was expected to be adopted in 2022. The development of the enhanced NDCs was closely coordinated with the consultancy team that was working on the new Long-Term Strategy and Law on Climate Action, and with the MoEPP. This approach ensured consistency of the proposed development direction for the country and provided for incorporation

of the project tools and recommendations of the relevant studies developed by UNDP's support. As a result, the MRV requirements in the draft Law on Climate Action set the legal baseline for the MRV platform, that has been developed within the CBIT project. Moreover, the CBIT project developed secondary legislation for the MRV platform, thus ensuring sustainability of data provision.

103. A methodology for Climate Budget Tagging (CBT) and Roadmap for implementing CBT in the country have been completed, which helps mainstream climate change in the Public Finance management system in order to mitigate the economic, social, and environmental impacts of climate change by identifying, classifying, weighting, and marking climate-relevant expenditure in the budget system. Activities have been closely coordinated with the MoF, the MoEPP, other Governmental Institutions, as well as with the World Bank. As a result, CBT legal baseline had been set in the new (draft) Law on Budget, expected to be adopted in early 2022. Specific CBIT individual capacity strengthening had been proposed, based on the institutional capacity of the ministries and agencies in the Republic of North Macedonia to implement climate budget tagging as well as integrate the tagging system in the national planning and budgeting processes across the sectors which are relevant to climate change in the Republic of North Macedonia.

104. With the project assistance, the MoEPP Spatial Planning Department was equipped with GIS platform, and the Spatial Planning Agency has a draft revised methodology with CC mainstreamed.

However, the MRV Unit is not yet engraved in the organization structure of the MoEPP. Hence this **target is not achieved**: the same as for Indicator 5 under Outcome 1.

105. For the *“Indicator 4: Number of direct project beneficiaries disaggregated by gender as co-benefit of GEF investment”* the EoP target was *“120 of project beneficiaries, 60 of whom are women”*. The Project reported the number of direct project beneficiaries at 383, of which 61% women. The project commissioned more than 75 training events and webinars with the number of trainees at 3750 (61% women) resulting in a broad range of stakeholders that were sensitized to the project and its scope. The trainings were evaluated as very transformative for the participants, which meant that the training plan was well tailored according to the needs of the participants.

106. Nine (9) CBIT training events were held in the last quarter of 2021, one online (attended by 132 representatives from many relevant institutions on national and local level), as well as 8 live trainings on regional level for representatives of the municipalities, attended by 128 representatives from more than 30 municipalities (58% women).

107. The project team had been closely engaged in implementation of the 2021 training plan, but also in an additional activity designed specifically for the municipalities. *“Climate Change dialogs with Macedonian Municipalities: Quest for new Climate Champions”* series of 9 live events, each one in different administrative region, contributed to significant capacity building of local administrative staff from municipalities in the respective region working in the area of environment/climate change, gender, budget, energy efficiency, urban planning etc.

108. *Table 10* summarizes the ratings for the achievement of the 4 Outcomes and the Objective.

Table 10: Ratings for the achievement of the 4 Outcomes and the Objective

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	Rating
Outcome 1	4 (Moderately Satisfactory)
Outcome 2	6 (Highly (Satisfactory)
Outcome 3	5 (Satisfactory)
Objective	5 (Satisfactory)

Table 11: Status of targets achieved

Description of Indicator	Baseline Level	Midterm target level	End of project target level	Level at Dec 2021	Rating	Comment	Reference
Project Objective: To assist the country with meeting enhanced transparency requirements as defined in Article 13 of the Paris Agreement by strengthening institutional and technical capacity for measuring and reporting on emissions, mitigation and adaptation activities, and support received							
Indicator 1 (CBIT TT Indicator 3): Quality of MRV Systems*	5*	-	7*	The MRV platform has been developed and is now in testing phase. The platform is expected to be fully functional in Q1 of 2022. Additional report queries were developed related to adaptation, GHG emission projection, capacity building and climate finance. Training for administrators and users is expected in the second quarter of 2022. The MRV platform shall enable reporting both to the UNFCCC and the EU /Energy Community in the areas of energy and climate change. The harmonized digital collection of this essential data will facilitate the work of all stakeholders involved in the transparency process, and it will provide improved and more accurate data. The MRV platform is designed to serve as a foundation for continuous transparent reporting that can be enhanced and expanded as needed. The project is on track to achieve this target		concur	Para 95-96
Indicator 2: (CBIT TT indicator 4): Status of Convention obligations on reporting, including mitigation contribution	Initial NDC, TNC, SBUR submitted	3BUR endorsed by the Government and submitted to the UNFCCC by Q1 2020	Updated NDC endorsed by the Government and submitted to the UNFCCC by Q4 2020	Governmental elections and COVID-19 pandemic resulted in delays in the endorsement and submission process for the 3BUR and the updated NDC. However, both documents have been endorsed by the Government and submitted to the UNFCCC. The 3BUR was adopted by the Government in April 2021 and submitted to the UNFCCC on June 3, 2021. The enhanced NDC was endorsed by the Government in April 2021 and submitted to the UNFCCC on April 16, 2021. A Roadmap for implementation of the Macedonian enhanced NDC has been developed, following the framework of undertaking and communicating ambitious efforts in GHG mitigation as indicated in Article 3 of the Paris Agreement. The goal of the roadmap is to provide a pathway for the implementation of specific mitigation actions in North Macedonia. The project has met and exceeded this target		concur	Para 97-98
Indicator 3 (CBIT TT indicator 5): Qualitative Assessment of Institutional Capacity for Transparency-Related Activities**	2**	-	3**	<p>The Macedonian Government has adopted the Long-Term Strategy on Climate Action in September 2021. The Law on Climate Action is expected to be adopted in 2022. The development of the enhanced NDCs was closely coordinated with the consultancy team that was working on the new Long-Term Strategy and Law on Climate Action, and with the MoEPP - for consistency. As a result, the Monitoring, Reporting and Verification (MRV) requirements in the draft Law on Climate Action set the legal baseline for the MRV platform, that has been developed within the CBIT project. Moreover, the CBIT project developed secondary legislation for the MRV platform, thus ensuring sustainability of data provision.</p> <p>A methodology for Climate Budget Tagging and Roadmap for implementing CBT in the country have been completed, which helps mainstream climate change in the Public Finance management system as a result, CBT legal baseline has been set in the new Law on Budget, expected to be adopted in early 2022. Specific CBIT individual capacity strengthening has been proposed, based on the institutional capacity of the ministries and agencies in the Republic of North Macedonia to implement climate budget tagging as well as integrate the tagging system in the national planning and budgeting processes across the sectors which are relevant to climate change in the Republic of North Macedonia. Based on the findings, 9 CBIT trainings were held in the last quarter of 2021, one online (attended by 132 representatives from many relevant institutions on national and local level), as well as 8 live trainings on regional level for representatives of the municipalities, attended by 128 representatives from more than 30 municipalities (58% women).</p>		Not achieved since the indication is explicitly about the presence of an MRV unit (for rating 3)	Pp 99-103

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Description of Indicator	Baseline Level	Midterm target level	End of project target level	Level at Dec 2021	Rating	Comment	Reference
				The project team has been closely engaged in implementation of the 2021 training plan, but also in an additional activity designed specifically for the municipalities. "Climate Change dialogs with Macedonian Municipalities: Quest for new Climate Champions" series of 9 live events, each one in different administrative region, contributed to significant capacity building of local administrative staff from municipalities in the respective region working in the area of environment/climate change, gender, budget, energy efficiency, urban planning etc.			
Indicator 4: Number of direct project beneficiaries disaggregated by gender as co-benefit of GEF investment	29, out of which 12 are women	50 of project beneficiaries, 20 of whom are women	120 of project beneficiaries, 60 of whom are women	<p>The informal National Network of Climate Change Practitioners members have participated in most of the trainings from the 2021 training plan, as well as other events organized within the CBiT project, such as the #ItsPossible national dialogue on NDCs in 2021</p> <p>In addition, the project has organized a network of 319 persons working in the field of gender and climate change at the national and local administrative level (61% of the network participants are women). Network activities are described in reporting on the outcome indicators below.</p> <p>The project commissioned more than 50 trainings and webinars in 2021 targeting broad range of stakeholders ranging from high-level decision-makers and civil servants responsible for climate policy and MRV reporting to gender focal points, youth, and civil society. Trainings and workshops have involved 3000 participants (61% women) during 2021, resulting in a broad range of stakeholders that have now become sensitized to the project and its scope. The trainings were evaluated as very transformative for the participants, which means that the training plan was well tailored according to the needs of the participants.</p> <p>The project has met and exceeded the target for this indicator.</p>		concur	Pp/104-106
The progress of the objective/outcome can be described as:				The project has exceeded half of the planed targets for this outcome. For the remaining, it is on track to achieve by the end of the project			
Evidence uploaded:							
Outcome 1 Institutional capacity strengthening for MRV							
Indicator 5: Existence of a designated CC MRV unit at MoEPP.	MoEPP does not have a designated unit for CC MRV	MRV unit established at MOEPP to oversee climate change reporting on national and international commitments	MRV unit continues to function and oversee climate change reporting on national and international commitments	The MOEPP is revising its systematization of job positions, and the new organizational chart includes the MRV unit, but the contracts of the MRV team ended by the end of 2021 and despite all efforts, the MOEPP could not employ them at this point since the Governmental functional analysis has not been adopted as a result of the unstable political situation.		MRV Unit is not yet a structural unit at MoEPP	Para 62

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Description of Indicator	Baseline Level	Midterm target level	End of project target level	Level at Dec 2021	Rating	Comment	Reference
Indicator 6: Quality of transparency activities undertaken by government organizations	5	-	7	At present, the project is on track to achieve the target rating of "7" for quality of MRV systems (i.e., "Measurement regarding GHG is broadly done (with widely acceptable methodologies), need for more sophisticated analyses to improve policy; reporting is periodic with improvements in transparency; verification is done through more sophisticated methods even if partially"). See Objective Indicator #1 for additional information		Concur	Para 63. 64
Indicator 7: Presence of national networks established of staff responsible for MRV within the key relevant government organizations, as well as local experts	No network existing	-	Network established	The informal National Network of Climate Change Practitioners was formed and actively engaged in the project implementation as well as in the mainstreaming climate change issues into sectoral policies. Also, there is a gender equality and climate change network, which served to facilitate <i>inter alia</i> , channeling the training. The target for this indicator has been achieved.		Rating is "on track" given the uncertainty about the sustainability of the Network on CC professionals	Para 65-66
Indicator 8: Level of capacity to ensure gender equality and equity in climate change projects	Gender and Climate Change Action Plan developed	-	At least 30% of the Action Plan implemented	10 trainings for more than 120 representatives of Public Enterprises have been implemented. The modules are publicly available at the climate change platform. The Gender and climate change mentorship programme resulted in 102 proposed gender and climate change actions incorporated in the 2022 budget of the 17 municipalities that expressed interest for follow up. UNFCCC and Gender Focal Points, Gender Machinery and Parliamentarian Commission on Equal Opportunities together with UNDP were engaged to promote leadership roles for women in climate action. There was High women's participation in project activities. An informal network of national gender and climate change for civil servants was formed. Gender disaggregated data in project surveys and for sectoral transparency data was collected. Women comprised more than 60% of training participants in project workshops. The target for this indicator has been exceeded.		concur	Para 67-68
The progress of the objective/outcome can be described as:				The project has exceeded most of the planned targets for this outcome. For the remaining, it is on track to achieve by the end of the project.			
Evidence uploaded:				YES			
Outcome 2: Training and tools for activities conducted under Article 13							

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Description of Indicator	Baseline Level	Midterm target level	End of project target level	Level at Dec 2021	Rating	Comment	Reference
Indicator 9: Number of toolkits on MRV for Climate Change Mitigation and Climate Change Adaptation: a) developed b) used	a) Country-specific toolkits on MRV are not available, and there is a general shortage of information on MRV in adaptation. b) 0	a) 5 toolkits on MRV are available to stakeholders b) 2	a) 8 toolkits on MRV are available to stakeholders b) Employees working in at least 3 government agencies report using the toolkits in their work	A) 12 training modules are publicly available on the national climate change platform, relevant to GHG inventory, mitigation, adaptation, gender, private sector engagement, green jobs etc. The MRV platform also incorporate training materials that are expected to be used by all relevant institutions B) The following are already used: - Training module for Climate Finance has been developed and used by key stakeholders. - Documentation for the design of the MRV platform, which has been developed over the past several months, is expected to serve as a toolkit for future design and expansion of the system. - The partnership established with the Crisis Management Centre in the area of climate change resulted in incorporation of new modules in their existing e-platforms for multi-risk and multi-hazard assessment countrywide. The platform shall create an enabling environment to gather and analyze data relevant for reporting towards the UNFCCC, Sendai Framework Disaster Risk Reduction and SDGs. The new modules will be piloted in the first half of 2022 in municipalities where UNDP is implementing projects aimed at climate change adaptation and resilience building of local communities. State Statistical Office SSO – MRV training modules on GHG inventory agriculture, as well as GIS sensemaking tool Agency for Spatial & Urban Planning – GIS visual tool Documentation for the design of the MRV platform, which has been developed over the past several months, are expected to serve as a toolkit for future design and expansion of the system. CBIT project experts and MOEPP employees implemented the training plan for 2020 and 2021 and organized a series of 26 online webinars and trainings during the COVID lockdown period that were highly attended (750 participants, 61% women) and generated active discussion. Topics included energy sector reporting, Inter-Governmental Panel on Climate Change (IPCC) guidelines on reporting, the transport sector and waste, the agriculture, forestry, and other land use (AFOLU) sector, and the results of the training needs assessment for capacity related to transparency activities. The project has met and exceeded this target.		concur	Pp. 69-72
Indicator 10: Integration of transparency concepts into key sectoral policies/legislation	Transparency concepts are not currently integrated into key sectoral policies and/or legislation.	-	At least 2 policies or laws integrate transparency concepts.	the project has provided transparency inputs to two key documents. 1) The National Strategy for Agriculture and Rural Development 2021-2027 (adopted 16 January 2021); The Regional Development Strategy of the Republic of North Macedonia 2021-2031 (adopted 2 April 2021); Law on Waste Management (2021); Long-term Strategy on Climate Action (2021); Programme for sustainable regional development and decentralization and Action Plan (2021). In addition, the project has provided transparency-related inputs to other key documents which finalization and adoption has been delayed due to the COVID-19 pandemic. These documents are still expected to be adopted: Law on Climate Action, (expected by 03/2022); Law on Gender Equality' Strategy on Gender Equality; National Development Strategy (expected to be adopted in 2022) All above mentioned documents are compiled and published on the national climate change web platform https://klimatskipromeni.mk/article/248#/index/main The project has exceeded its target for this indicator.		Concur	Pp. 73- 77
Indicator 11: Country-specific training on gender and climate change	General materials exist, but sectoral ministries require	At least 3 sector-specific trainings on gender issues have been	A gender module has been developed for delivery in the	The project has developed and delivered 10 gender and climate change specific trainings on national and local level, and it is on track to achieve its target indicator. The modules are publicly available at the climate change platform. The project has met its target for this indicator.		concur	Pp. 78-80

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Description of Indicator	Baseline Level	Midterm target level	End of project target level	Level at Dec 2021	Rating	Comment	Reference
	country-appropriate, sector-specific information	developed and delivered for sectoral ministries	context of climate finance training				
Indicator 12: Level of dissemination of knowledge products produced by the project	0 (no knowledge products on MRV produced)	Knowledge products generated by the project to date are available on the internet.	All knowledge products generated by the project are available on the internet, including a list of these products.	<p>National Dissemination The national climate change website was publicized during the 3 #ItsPossible live events (shown on YouTube and Facebook in April and May 2021) to raise awareness and understanding of the country's enhanced NDCs. These events involved a total of 36 participants (53% women), composed of 12 high-level speakers (42% women), 14 experts (43% women), and 10 NGO representatives (80% women). The hybrid in-person/virtual event received 740 live views on YouTube and reached an estimated 66,400 people (44% women). In addition, knowledge products were presented to high-level decision-makers in targeted briefings. In June 2021, the consultants who had prepared analysis on financing the NDC and on a carbon tax presented their findings in a joint briefing and Q-and-A session for the Ministers of Environment and Finance. The national web platform klimatskipromeni.mk has significantly increased the number of posted content (780 new posts in 2021) with more than 13,000 visitors. The platform has been opened 44,000 times. Most frequent visitors are young people (61%). The proposed design of the MRV Platform is integrated with the national climate change platform. All knowledge products produced by the project (24 in total) are being placed on the national climate change platform https://www.klimatskipromeni.mk/article/548#/index/main as well as presented to high-level decision-makers in targeted briefings.</p> <p>International Dissemination In 2020, the project team presented their experiences and good practices at 8 international events and has been featured in 3 publications, including the GEF report for its 59th Council meeting. In 2021, knowledge products were shared with transparency stakeholders across South Eastern Europe through a special webinar describing the project's communications strategy. The project continues to share its experiences with other countries. The project team has actively participated and contributed to the regional network on MRV. Experiences and good practices were shared at 8 international events and featured in the NDC Synthesis report 2021 National determined contributions under the Paris Agreement. Synthesis report by the secretariat (unfccc.int).</p> <p>Recommendations from the Knowledge Management Study that has been commissioned within the project has been fully implemented. The national climate change platform has been improved to enhance document management, transparency of data and intelligent search engine. The project has met its target for this indicator</p>		concur	Pp. 81-89
The progress of the objective/outcome can be described as:				The project has met its target for this output			
Evidence uploaded:				YES			
Outcome 3: Design and implementation of a sustainable national MRV system							
Indicator 13: A national platform fully functional	0	0	1	The MRV platform is completed. Data entry is underway. Connection with NEIS and other relevant platforms has been enabled but will be initiated once these platforms are fully functional.		concur	Para 90

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Description of Indicator	Baseline Level	Midterm target level	End of project target level	Level at Dec 2021	Rating	Comment	Reference
to manage transparency data and report on NDC progress				<p>The enhanced NDC has been pinpointed as most ambitious in the region, and Macedonia has been featured as climate champion on many high level COP26 events. Political support from highest level has been evident from many events and media articles in this period. A web based enhanced NDC Impact Investment Platform has been designed and developed to support financing and efficient implementation of the NDC. This platform enables the MoEPP to connect investors/financial institutions/donor/international community.</p> <p>The project target level has been achieved for this indicator.</p>			
Indicator 14: Number of government agencies reporting data to the national platform on a regular basis	0	2	4	<p>The number of key governmental entities reporting mitigation-relevant data is now 12. In addition, six private companies (electricity production ELEM, EVN; district heating BEG; Cement Factory USJE; Steel works MAKSTIL; Association of private forest owners) and 4 faculties (Faculty of Agriculture, Faculty of Forestry, Faculty of Mechanical Engineering, Faculty of Energy and IT) in two academic institutions (Macedonian Academy of Sciences and Arts, Institute of Agriculture) are also reporting data. The Law on Climate Action and the bylaws have been harmonized in order to ensure transparency and consistency. The Law on Climate Actions sets the baseline for the MRV platform, and has been amended by MRV platform bylaw that has been developed in this period. Those documents will formalize data sharing and reporting requirements for government institutions. The MRV platform is being developed to correspond to the Law and Strategy on Climate Action.</p> <p>The target for this activity has been exceeded</p>		concur	Para 91
Indicator 15: Number of government agencies accessing data and information on the national platform	0	4	10	This activity is postponed for 2022. Testing was successfully completed in 2021		on track (but risks are present)	Para 92
Indicator 16: Number of MRV tools that incorporate Gender-sensitive measurement and reporting	0	0	2	The MRV platform scoping report conducted in December 2020 -January 2021 identified 41 potential gender-sensitive indicators that could be used in the MRV platform. Several of the policies and measures included in the updated NDC that will be tracked by the new MRV platform now include gender indicators. The project has also supported the collection of field data relevant to gender and climate change by introducing and using micro-narratives to ensure both men's and women's perspectives on the issues and challenges caused by climate change are identified. Moreover, the project supported introduction of climate change in the new Gender Equality Strategy (submitted for adoption to the Government) that also includes gender & climate indicators. These indicators shall also be monitored and evaluated once the Strategy is adopted by the Government. This target is on track as expected through the use of gender-sensitive NDC tracking and gender indicators in the MRV platform		concur	Para 93-94
The progress of the objective/outcome can be described as:				The project has met half of the planned targets for this outcome. For the remaining, it is on track to achieve by the end of the project.			
Evidence uploaded:				YES			

3.3.3. Relevance

109. The project was relevant in terms of *international commitments*. In particular:

- the Paris Agreement, which was adopted at the 21st Conference of the Parties (COP) to the UNFCCC established an enhanced transparency framework for action and support in Article 13. It also outlined the information required of non-Annex 1 Parties to the UNFCCC: A national inventory report progress made in achieving nationally-determined contributions (Art. 13, para. 7); information related to climate change impacts and adaptation (para. 8); and information on technology transfer and capacity building support needed and received (para. 10). According to paragraph 91 of Dec 1/CP.21, all Parties (except for LDC and small island developing states) shall submit the information referred to in Article 13 no less frequently than on a biennial basis. The modalities, procedures and guidelines for the enhanced transparency framework were agreed by Parties in COP 24 (Katowice) by decision 18/CMA.1. The final operational guidance, including the common reporting tables, common tabular formats and outlines for use in reporting the biennial transparency report were agreed at CMA3 (Glasgow). In the face of these international commitments, the country's reporting was on the project-by-project basis; and
- in the context of the commitments related to the pre-accession process to the EU - the country was in the process of converting to a legislative and regulatory framework that will be informed by the 2030 Climate and Energy Framework of the European Union, including legally binding requirements on GHG reporting, such as the identification of data providers and a description of MRV. It should be noted that progress on the transposition of the EU acquis in climate change has been slow and is at an early stage. Furthermore, while IPA II support were to fund the drafting of climate legislation, it was not planned to provide support for capacity development to manage the resulting inventory system successfully, and it will not support transparency activities.

110. The project was relevant in terms of SDG planning and development and National Development Strategy (NDS) development.

111. The project was relevant in terms of the *requirements of domestic laws*, in particular, the Law on Environment (2005) Article 186-a, the MoEPP was to establish, develop, manage and coordinate a National System for an inventory of GHG emissions to provide data for the preparation of the GHG inventory

112. The project was relevant in terms of lacking capacities in terms of reporting under UNFCCC and using the available data in policies and lacking awareness about the commitments of the country in terms of climate commitments.

113. The project was relevant in terms of UN programming in the country and UNDP, with several related projects. UNDP was in a strong position to be the agency supporting the Government in addressing the challenges described above.

114. The project was relevant in terms of GEF priorities. In fact, this was the first CBiT project in the region and the 2nd one in the world. The project was also relevant in terms of UNFCCC priorities

115. CBIT projects are highly dependent on the effectiveness and efficiency of the Governments to introduce changes. The Government of North Macedonia was undergoing structural changes, including with the same IPA support, which started in February 2019²⁴. This kind of structural changes are rarely swift, so, in a way, this was a risk that was taken.

3.3.4. Effectiveness

116. The Project has reached a large number of beneficiaries – with training, outreach, campaigns, etc. These people, as a result, were better equipped with CC related knowledge which could be applied in their workplaces, e.g., adjusting existing plans and strategies, as in the case of the mentorship program, whereby, in these cases, these plans would affect individual lives (e.g., access to bikes by women, etc)

117. Enhanced capacity for (a) the better and transparent reporting to UNFCC, EU Energy Community, against SDGs, as well as Sendai framework for DRR; (b) NDS planning, enhanced the potential to lead to better addressing the risks emanating from CC in an integrated manner, with DRR and SDG plans; and (c) for generating the needed climate finance (see [Box 3](#)).

Box 3 Climate Finance

Climate finance refers to local, national or transnational financing—drawn from public, private and alternative sources of financing—that seeks to support mitigation and adaptation actions that will address climate change. All types and all sources of financing would benefit from the CBIT products.

To start with, the Climate Budget Tagging which enables capturing the public finances, be they at local (the municipal budgets) or at national level (the budget of governmental institutions) – subsidies and loans provided for various energy programmes including energy efficiency fund when established, expenditures for decommissioning coal plants or introducing electric vehicles, national adaptation action plan or biodiversity strategy and others. Presenting transparently “public money spending on climate action” would create an enabling environment and encourage the private sector to step in.

On the other hand, as clearly presented in the Roadmap for implementation of the enhanced NDC, a big portion of NDC measures, including renewable energy generation, would be financed by private and alternative sources of financing, national or international, which is outside the public financial management system and should be monitored through a separate mechanism. Developing a Platform for NDC investment, the CBIT project delivered along this line also. Together with the CBT, the Platform would help improve the financial track record by enhancing accountability and transparency in the delivery of climate finances, which is helpful in increasing international funding.

118. Enhanced capacity for integrated approaches to DRR and CC, as well as mainstreaming of CC in special planning increased the potential to lead to better operations related to DR M and spatial planning
119. The project contributed to greater involvement of women in decision making related to planning and monitoring of the measures to address climate change with training, facilitation of networks and mainstreaming in laws and strategies. It also contributed to better incorporation of human rights-based approach in the measures to enhance the capacities in planning and monitoring of measures to address climate change, especially with regards to disabled. These points are discussed in the respective paragraphs of the Chapter 3.3.1 (indicators 4,8,11 and 16) and Chapter 3.3.8 on Gender equality and women’s empowerment

²⁴ <https://climateaction-ipaproject.mk/about-the-project/>

3.3.5. Efficiency

120. The project did not experience significant delays in the execution. There were some delays with some procurements, due to (a) lack of availability of qualified local staff in some of the novel areas; and (b) workload for a 2 person -team. Indeed, the team is supported by UNDP CO departments, like Communication and Procurement, but potentially, there could be an additional support, e.g., to help with reporting and administration (the project had savings in its PM budget).
121. The high quality of the project execution was conditioned by highly competent project manager, and the CO team as well RTAs, and an experienced CTA. This was very important given that this was the first such project in the region.
122. The project was supported by the two people from the Communication Department of UNDP CO: the Communication Officer and the UNDP Environment Communication Officer. The former handled featuring the project related content in the blogposts, the social media and the website campaign. The Environment Communication Officer was engaged on an ad-hoc basis, and most prominently in the “#ItsPossible” campaign. These was all done in close cooperation and coordination with the Communications Department of the MoEPP.
123. The CBiT project has implemented various public awareness activities to enhance dissemination of project products/tools and other relevant information to various target groups and general public. Impact had exceeded the planned reach by 470% (planned impressions 645,000, achieved impression 3,682,616 for the climate action public awareness campaign only). Women aged 25-54 were more engaged and interested in the public awareness activities (58%). Various public awareness materials related to the project were prepared and widely shared on various portals and radio throughout the country (using videos, billboards, interviews with key project stakeholders, media and NGO engagement, press releases and PR articles, live streams, high level political engagements as speakers, etc, see [Box 5](#)).
- The results from two largest public awareness campaigns are summarized in [Box 4](#) (the effectiveness of the #ItsPossible Campaign in attracting the attention of the public to the www.klimatskipromeni.mk website was discussed earlier).
124. Presence on social media was important for the campaign for establishing information about the campaign and raising interest for taking care of environment. Facebook and Instagram were used in the social media mix.
125. The campaigns were successful in engaging different age groups:
- Youth was best engaged by the collaboration with different artists, as well as, by the production of materials aiming to engage them in creating change. The Instagram remained the most suitable platform for them); and
 - The older generation was engaged with two different campaigns, while the one for *Ambitious climate change* had an overall good response by the public, the *Transport campaign* created a big discussion on the internet. The main comments were, that people in the country could not afford to buy eco-friendly fuel and cars. Facebook as a platform was most suitable for this generation.

Box 4 Summarized results from two largest public awareness campaigns	
Climate action	It's Possible
<ul style="list-style-type: none"> ✚ Internet presence was essential for awareness of the campaign and raising interest for taking care for the environment ✚ In internet media plan, 6 web sites were included with excellent results: <ul style="list-style-type: none"> • Planned Impressions 645,000; • Achieved Impressions 3,682,616 (470% more impressions) ✚ There were 9 PR articles released and 3 interviews implemented on websites with local experts; ✚ 3 videos produced and widely disseminated (carbonless transport, youth in climate action, influencers in climate action) ✚ Presence on social media was crucial for the campaign for establishing information about the campaign and raising interest for taking care of environment. ✚ Facebook and Instagram were used in the social media mix: <ul style="list-style-type: none"> • Reach of campaign: 1,859,292 people; • Achieved Impressions 3,246,343; ✚ Radio & OOH were used as supportive media in total media mix: <ul style="list-style-type: none"> • Total locations for billboards: 6 (Skopje with 2 locations, other cities with 4 locations); • Total of 10 radio stations were used. (9 local radio stations & 1 national radio station); ✚ Demography of fans 58% of fans are woman aged 25-54, the rest of 42% are men of the same age group. 	<ul style="list-style-type: none"> ✚ 66 press release ✚ 13 media questions ✚ 2 million Network banner impression ✚ 2223 click on web banner ✚ 36 participants (19 woman, 53%) ✚ 12 high level speakers (5 woman, 42%) ✚ 14 experts (6 woman, 43%) ✚ 10 NGOs (8 woman, 80%) ✚ 83.660 impression on Social Media Ads ✚ 66.400 people reached only on events posts (Ads) ✚ 358315 posts reached on Facebook ✚ 25048 post engagement on Facebook ✚ 413 event responses ✚ 1085 new likes on FB page- 44% Women; 55% Men ✚ 478k impressions on Instagram (last 30 days) ✚ 1444 profile visits on Instagram (last 30 days) ✚ 66.8% women / 33.2% Men (Instagram) ✚ 60% women/40% men (Facebook approx. for 3 events)

126. In internet media plan, six (6) web sites were included with excellent results. Also, there were nine (9) PR articles released and 3 interviews conducted on websites with local experts Radio & OOH (out of Home media) used in total media mix: In total, six (6) OOH locations and ten (10) radio stations were used (9 of which local and 1 national).

127. As mentioned, the project did not have a communications action plan: it was guided by the MoEPP Communications strategy from 2013, which it then helped to revise (with a draft produced). As mentioned earlier, several interviewees commented on the need for a more targeted distribution of the products featured on the website, together with short summaries in more accessible language for the relevant products (several interviewees highlighted that while they appreciated the policy Briefs and the Blogpost, having short summaries could be instituted as a matter of default). Perhaps own Communication Action Plan could have promoted it.

128. There were strong synergies with several projects and initiatives:

- at least 2 other GEF projects: (a) Macedonian [National Communications](#) on Climate Change (First, Second, Third and Fourth); and (b) Macedonian [Biennial Update Reports](#) on Climate Change (First, Second and Third);
- Macedonian Enhanced NDC²⁵ within the UNDP Climate Promise Initiative²⁶;

²⁵

[https://www4.unfccc.int/sites/ndcstaging/PublishedDocuments/The%20Republic%20of%20North%20Macedonia%20First/Macedonian%20enhanced%20NDC%20\(002\).pdf](https://www4.unfccc.int/sites/ndcstaging/PublishedDocuments/The%20Republic%20of%20North%20Macedonia%20First/Macedonian%20enhanced%20NDC%20(002).pdf)

²⁶ <https://climatepromise.undp.org/>

- IPA project on Law and Strategy for Climate Action;
- UNDP Local Governance portfolio, which includes *inter alia*, Improving Municipal Governance; Building Municipal Capacity for Project Implementation ICT for Urban Resilience Resilient Skopje: Scaling-up for Sustainability, Innovation and Climate Change;
- the WB in relation to CBT, whereby the WB is supporting the MoF with the Law on Budget (currently in draft);
- Climate data open and transparent on the new USAID- supported Governmental open data portal [Порталот за Отворено владино партнерство](#); and
- *ClimaProof* project “Enhancing Environmental Performance and Climate Proofing of Infrastructure Investments in the Western Balkan Region from an EU integration perspective” (ClimaProof) is financed by the [Austrian Development Cooperation \(ADC\)](#) and implemented by The [UN Environment Programme](#). The expected results are (1) Understanding future climate and weather patterns: strengthening national capacities to understand climate change and climate change related risks in the region through improvement of the information base; and (2) strengthening national capacities to integrate climate change projections, climate proofing and green infrastructure in infrastructure development on a national and regional level.

129. There were also indirect synergies, i.e., when the UNDP Supported national climate change platform features links to the events and products of other development partners, e.g.

- [Joint EFTA/UNECE Webinars on Climate Change-related Statistics | European Free Trade Association](#), November 2020;
- Series of “Race to Zero” events hosted by Ambassador Rachel Galloway and the British Embassy related to COP 26;
- UNFCCC “[Virtual Training on provisions for NDCs](#)”, September 2020; and
- [Delegation of the European Union, Skopje & Smart Up “Collective action for system transformation through Green Deal”](#), July 2021

3.3.6. Overall Project Outcome

130. ***Contribution to Overall Outcome is rated as Moderately Satisfactory***

Table 12: Overall Outcome Rating

Assessment of Outcomes	Rating
Relevance	6 (HS)
Effectiveness	5 (S)
Efficiency	5 (S)
Overall Project Outcome Rating	5 (S)

Box 5 Sample awareness raising campaign activities on social media



Wobblers in Supermarkets



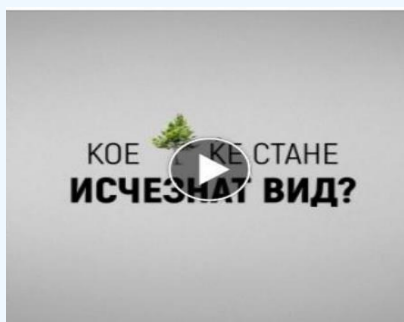
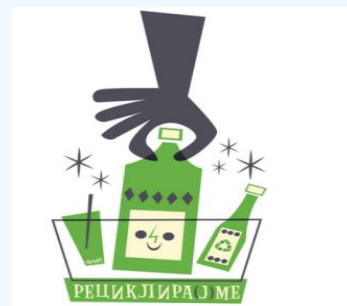
Masks and air-fresheners



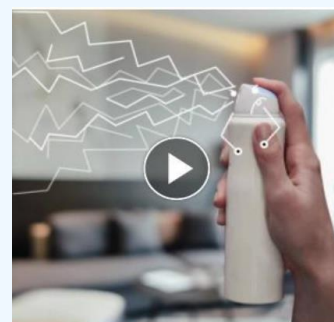
Bio-degradable coffee cups and stickers



Social media posts



Videos on Social media



Source: FUTURA 2/2 report

3.3.7. Sustainability

3.3.7.1. Institutional

131. Risks were assessed to persist until the Law and by laws are adopted and Government restructuring was completed: MRV unit not absorbed yet by the MoEPP was only a part of that risk.

132. The Network of CC Professionals was supposed to have a roadmap for post-project management of the network. Not having such a Roadmap is a sustainability risk. The TE Team was informed that this RoadMap would be developed in the remaining timeframe of the project. More broadly it would be important to identify the format for this Network in the future: it could include only the technical personnel from the agencies with access to MRV or it could be broader, involving also the CSOs, as it was at the time of this report. The first would be easier to handle (but with a plan still), while if there was an active involvement of the CSOs, in particular feeding information on the climate change

website (e.g., on their own training events and presentations) that would help with the challenging task to keep the latter interesting for the potential users.

133. The project was planning to “establish” three (3) more “networks” – of CCM specialists; CCA experts, climate finance experts. The discussion above, i.e., the need to have a clear vision (was this about rosters or more) would be needed, with a Roadmap for each on the management in the future.
134. The project has produced several high-quality research reports, e.g., on the links between climate and migration, but this was not done in conjunction with the SDG department of the MoEPP, which is responsible for policy making at the MoEPP. Rating “7” for the MRV system requires, inter alia, *“more sophisticated analyses to improve policy; reporting is periodic with improvements in transparency”*. This is a sustainability risk.

3.3.7.2. Socio-Economic/Human Resources

135. MRV team not absorbed by the MoEPP was not only an institutional but also a Human resource (HR)-related risk, as these were 5 people in whom the project has made a significant investment. There were not many such young professionals in the country.
136. High turnover at all levels of the government was assessed by the TE team as a risk in terms of sustainable application of the knowledge acquired by the trainees, as it meant ongoing streams of new people that needed to be trained. The self-assessment of the training on Climate change has revealed that the participants have identified the need for continuous training²⁷. The project had addressed this in a narrow sense- by making the manuals and training materials available on the website, which is clearly not enough. The good news is that the 2nd phase of the UNDP project aimed at strengthening the municipal councils starting in April 2022 with 5 years duration would have a training module on Climate Change and the manuals could be used there for future training: while it targets the councillors, municipality employees were also planned to be invited to training events. Plus, there could be cooperation established with (a) ZELS (association of municipalities)– in terms of incorporation of the topics and the training materials in its existing curricula coupled with training of trainers (ToT); and (2) with the Ministry of Information Society and Administration, which by its mandate is in charge of (re)training of civil servants, to explore the potential of the same there with regards to central government staff.
137. Thanks to the project there were manuals available on the website, but the reliance on them might not be the best strategy. It would be better to have not static manuals but self-learning/Distance learning (DL)-like tools (including, for example, with automatically generated certificates): this will require however, funding for turning some of these training manuals and materials into such format. Such an idea was sounded as part of this TE in relation to the “Methodology/Guidebook for CBT”. In this case it is important to take advantage of modules and tools that are available in other countries so as to avoid “re-inventing the wheel.”
138. Municipalities have been targeted with several streams of activities, e.g. (a) Training/mentorship on CC/gender nexus; (b) training on CC; and (c) training on CC-mainstreamed spatial planning. There were municipalities that were engaged in all three, but in the few cases that this TE looked into, there was no knowledge by the participants of one stream of training of the others. For the effectiveness

²⁷ Milieucntact Macedonia (2020): “Final Report, 2021”

and sustainability, an integrated approach would be needed. This was not the task of this project: in fact, all the municipality related activities were in a way, additional, given the project's primary focus on the central government. From this standpoint as well, it would be important to explore the opportunities with ZELS as well as UNDP's own programming.

139. While the Network on Climate change and Gender is unlikely to continue to meet, as it was more like a conduit to channel the project-initiated training, than a network, the results achieved in terms of empowering and capacitating the practitioners to enhance their knowledge about the nexus of these were likely to last. The multifaceted approach that the project took was the key reason for this - with training and mentorship, mainstreaming in legislation, etc. However, the sustainability prospects would benefit from supporting continuous use of the manuals developed – at all government levels (see Recommendations).

3.3.7.3. *Financial*

140. The MRV platform was based on an open-source software, which was the best strategy to reduce sustainability risks. But there was a need in a larger IT team at the MoEPP for maintenance: based on the information available to the TE team, the MoEPP had committed to ensure that, but the risks were still present until the actual allocation of the budget was approved and this was also related to the adoption of the new structure and staffing plan of the MoEPP.
141. Continued need in training would require new projects/funding from the development partners, unless there were to be allocations from the state and municipality budgets. These options could be explored.
142. The website www.klimatskipromeni.mk was likely to be maintained, but keeping the pace with the interesting content was unlikely, with the current staffing of the Communications Department at MoEPP, hence the number of followers might dwindle. This required encouragement for the active usage of the website by the (a) development partners and (b) local actors (NGOs, think tanks, other ministries) who could upload information on their events and also, following the required procedure, share own presentations, reports and training materials.

3.3.7.4. *Environmental Sustainability*

143. There are no risks related to environmental sustainability.

3.3.7.5. *Overall likelihood of Sustainability*

144. ***Overall Likelihood is: Likely***

Table 13: Ratings for Sustainability

Sustainability	Rating
Financial resources	3 (ML)
Socio-political	4 (L)
Institutional framework and governance	4 (L)
Environmental	NA
Overall Likelihood of Sustainability	4 (L)

3.3.8. Gender equality and women's empowerment

145. The gender related results that were captured by the PRF were discussed in the previous Chapter. But there was more to that: the national climate website featured links to products/events/presentations of other development partners related to the nexus of Climate change and gender. For example:

- GWP (2021): [Gender Equality in Nexus sectors in the Drin](#);
- UNDP: Gender & Climate: [How hot does it have to get for change?](#);
- UNFCCC "[Gender integration into national climate actions](#)", September 2020;
- GSP "[Gender sensitive study on heating consumption patterns: sharing experience from North Macedonia](#)", August 2020;
- GSP publication "[Gender mainstreaming into climate transparency and measurement, reporting and verification \(MRV\) 2017-2020 Results of GSP Pilot in Western Balkan countries \(Albania, Bosnia and Herzegovina, North Macedonia, Montenegro and Serbia\) and Lebanon](#);
- UNDP Global NDC Support Programme (Webinar, March 2020) [Linking Gender and Climate Action](#); and
- UNDP [Gender equality CoP meeting](#), June 2021

3.3.9. Other Cross Cutting Issues

146. There was a report on "Vulnerable Groups (households) exposed to climate change impacts and air pollution in Skopje" produced by the project for the Government. Socio-economic inequality and cultural factors are directly correlated with people's ability to cope with and influence or mitigate climate change and its adverse effects. Socio-economics analysis data collected from Skopje citizens on their heating habits identified seven most vulnerable groups. This report was used to revise the criteria for the subventions that the Government provided for inverters. It is an important mitigation measure related to both household heating and air quality.

Box 6 Municipality of Berovo

In recent years, the municipality has faced many fires that have destroyed forests and farming areas. Therefore, particular focus in the mentorship program on gender and climate change was given to the Plan for assessment of the risk of natural disasters.

In order to plan effectively the support from the municipality, two measures were proposed to be included in this Plan:

- *Mapping the most vulnerable categories of the population that would be most affected by natural disasters and climate change*
- *Inclusion of gender sensitive data*

The proposals are adopted by the municipality and will be included in the revised Plan for assessment of the risk of natural disasters by the end of 2022.

147. The project also promoted activities on the nexus of CC and vulnerable groups through the mentorship program (see [Box 6](#) for an example from the municipality of Berovo).

148. The climate change website was made accessible by the visually impaired and autistic.

149. And finally, the website featured a publication by UNDP on the links between youth action and climate action: UNDP [Youth Climate Tour: A dialogue series! North Macedonia](#) June 2021

3.4. Country ownership

150. The national ownership was overall strong. The project team had a strong support from all the government bodies at all levels, and the MoEPP in particular. The ministers (and the Prime Minister) participated in project events and briefings and the President appeared at a UNDP COP event. The non- incorporation of the MRV unit in the MoEPP – likely not to happen before the project end- is the single (albeit one of the most important) expected results that was not achieved. While this might be interpreted as the signal of weak national ownership, based on the interviews, it was more a result of complicated power dynamic in the process of government restructuring.

3.5. GEF Additionality

151. The project's strong records in synergy building points to high additionality of GEF investment. This is also based on the strong competitive advantage of UNDP, as it had been extensively involved in advising the government with CC reporting and capacity building, as well as its implementation capacity. Many development partners were involved in addressing CC, but it has been UNDP – with GEF that has supported the Government with reporting against its international commitments.

152. GEF has identified 6 forms of potential additionality, namely: Specific Environmental Additionality; Legal/Regulatory; Institutional Additionality/Governance; Financial Additionality; Socio-Economic; and Innovation. Of these, the project has demonstrated GEF additionality mostly in terms of *“Institutional Additionality/Governance: the GEF provides support to the existing institution to transform into efficient/sustainable environment manner”*. The enhanced capacity for MoEPP in terms of reporting, once fully operationalized will manifest a transformational shift towards more transparent, accountable, effective and efficient institutional framework,

3.6. Catalytic Role / Replication Effect

153. The CMC has used CBIT approach to build a module to their existing platform on Nature Based Solutions (NBS) as part of the IUCN managed ADAPT project financed by SIDA. Similarly, the MoEPP had an approved concept note for a similar to CBIT project related to biodiversity, which will enhance the adaptation related input in the MRV when the NAP process starts.

154. Inspired by the project, the Fund for Innovation and Technology Development of the North Macedonia launched a call for grant proposals from the private companies addressing the risks of the climate change: <https://fitr.mk/en/public-call-for-o2-challenge-2/>

155. Several streams of activities had a potential to enhance the country's capacity in climate finance. The latter was very high on the development agenda both globally and in the country, with many development agencies having own programs of support. This included the WB (an upcoming investment program); EBRD, and UNDP – with SDG Fund (Facility on Green Financing), among others.

156. The project being one of the oldest CBIT project has extensively shared its experience worldwide, in the wider region (Europe and Central Asia) and in Western Balkans more specifically. So, it likely to have had a large replication effect.

3.7. Progress to Impact

157. Enhanced capacity for monitoring NDC implementation together with improved reporting and CBT could facilitate accessing climate finance, and put NM in favourable position in comparison to other contenders. Enhanced data availability and funding to address climate change will have the potential to allow for improved policy implementation and thus reach concrete results.
158. With this project the basis was set for better use of data for country policy making, however, this would be affected by the lack of inter-ministerial cooperation (e.g., NCCC, DRR National Platform) and the lacking capacity building on this matter specifically.
159. The impact in terms of women's empowerment is mostly subtle, i.e., in the terms of enhanced knowledge, and engagement opportunities in decision making related to climate change, but in the cases of the municipality projects- could also be material, if implemented effectively.

4. CONCLUSIONS, RECOMMENDATIONS AND LESSONS LEARNT

4.1. Main Findings

160. The project was overall **well designed**. The project **has met or was on track to meet almost all of its targets**. The two targets that were not met at the time of writing this report, are related to the non-incorporation of the MRV Unit into the structure of the MoEPP, due to the protracted process of the approval of its restructuring. Based on the TE interviews, this seemed to be a matter of time however, as the draft Law on Climate Action, widely expected to pass in 2022 envisions that.
161. The project was **relevant** for the country in meeting its reporting requirements to UNFCCC, EU Energy Community and SDGs and in terms of the needs (low capacity and awareness of climate change and obligations and project-based reporting).
162. The project was **effective** in terms of enhancing the capacity of the country in meeting its reporting requirements in a transparent and effective manner. While the central government was the focus of this project, it also expanded into training of municipality and communal enterprise staff, as a necessary element for an effective and transparent system of CC management and reporting: the needs are much larger however and the level of awareness is still low. The project has enhanced the capacity of several central government bodies in relation to CC, CC/gender nexus and the new reporting framework to be effectuated. Two informal networks were formed: of CC practitioners and CC/gender (the second is rather fluid and more like a conduit for training).
163. The project has made initial steps in mainstreaming of CC in spatial planning (with the improved methodology for the Agency for Spatial Planning, training of the municipalities and the GIS platform (not in use as yet) at the MoEPP. It has also contributed to improved reported from the waste sectors (with a contribution to new Strategy)
164. The project contributed to the linking CC and DRR working closely with CMC, which now has its own platform enhanced along with reporting requirements on MRV, e.g., on Damage and Loss. Thus, the

project has contributed to enhanced reporting on Sendai framework. The project has advanced CC/gender nexus agenda in various ways: mainstreaming in the laws and strategies, training (local and central government), research (micronarratives), supporting the formation of informal network, etc.

165. The project has enhanced the national climate change website, which featured all the project deliveries (reports, manuals, laws, training presentations) and also many of those of the development partners at the time of this evaluation. The site gained a new Section on KM, with the project support, to promote exchange of experience. The usage of the website has increased. It was likely to be maintained but it was highly doubtful if the MoEPP could keep up with the pace of new interesting content updated continuously.
166. The project enhanced the CC/gender nexus and transparency concepts in several pieces of legislation and national strategies, complemented with training and mentorship.
167. The project was overall **efficient** and the management displayed strong adaptive management skills working in the environment of frequent government changes, COVID and responding to additional requests from the government, and all of this, with quite tight staffing.
168. The project had strong sustainability prospects, but there were risks present until the draft Law on Climate Action would get passed, and hence the MRV unit was institutionalized and all the working procedures between the government entities vis-a -vis the MRV platform were operationalized. There were risks in terms of the maintaining the same level of interesting content on the government climate change website continuously. Given the need for continued training the project would benefit from finding ways of supporting the embedding the use of the produced manuals at the existing institutions.

4.2. Conclusions

169. The country was one of the first to apply for funding for CBiT. It was a risk in the context of government restructuring, which paid off but with a caveat that, as this affected the institutionalization of the MRV Unit before the project end.
170. The project was quite successful for its size. The country had established the basis for the improved reporting with the MRV platform in place and ready to be operationalized once the Laws on CC passed as expected in March, 2022 and the relevant personnel from the designated institutions were trained. It was likely to be sustainable but in need of an enlarged IT team at the MoEPP
171. The project had delivered more than its expected results: with the RoadMap on NDC implementation and a platform on Climate investments, both at the request of the MoEPP, which together with the CBT -related achievements (guidebook and methodology, mainstreamed into the draft Law on Budget) contributed to enhanced capacities for climate financing.
172. The better data availability could boost the potential for better policy making and the project had made advances in several areas, as mentioned. However, overall, the potential for this would be hampered by the lack of interministerial cooperation (e.g., non-operational NCCC). Overall, the

sustainability will be at risk until the MRV unit was established as an integral part of the MoEPP and the Law on Climate Action and by laws were passed as well as training completed

173. the CBIT approach was replicated at the CMC with the NBS platform and was likely to be replicated with a new MoEPP project (UNEP/GEF) focusing on biodiversity: the latter if funded, would be an important addition to the NAP process (GCF) expected to start in 2022 and be better incorporated into the system set by this project (e.g., the MRV)

4.3. Lessons Learnt

174. CBIT Projects could contain many novel concepts and ideas for the countries and it is important to (a) ensure high calibre staff and advisors; and (b) budget allowing to engage international consultants, as it is possible that there would be shortage of local consultants familiar with the requirements
175. CBIT projects globally and NM was not an exception are highly dependent on the responsiveness, commitment and goodwill of the Governments. The project enjoyed the support of the MoEPP, but in the case of the MRV unit, there were strong external factors, namely the new structure of the MoEPP not yet approved- that hindered its timely incorporation at the MoEPP. Having the support of higher level of the governments (PM) might be advised.
176. Early-on conceptualization of the Knowledge Management – evolving into KM plan -was a good strategy. While the MoEPP was the implementing agency for this project and UNDP was only in a supporting role, it was understandable that the project took the MoEPP's communication strategy as its guide. However, the project might have benefitted from having a Communication plan ~, which would at least identify the recommended approaches for targeted distribution of the products delivered (reports, presentations, manuals, etc).
177. In the project designs there is a need to pay special attention to sustainability, i.e., think about it in advance, for example in the case of the training- how this will be delivered when the project is over if it is likely that there will be a need for continued training.

4.4. Recommendations

178. **Table 14** summarizes the recommendations that stem from the findings, conclusions and lessons learnt.

Table 14: Recommendations

	TE Recommendation	Entity Responsible	Time frame
A	Category 1: Corrective Actions for the Design, Implementation, M&E of the project		
A1	<u>Key Recommendation 1</u> : Clarify the vision for the sustainability/post-project management of the Networks. In particular, call for meeting for the members of the CC professionals' network to discuss the options. Support in feeding the national climate change website with relevant materials needs to be on the agenda, along with the regularly updated roster of those having access to MRV	to UNDP and MoEPP	March – May 2022

	TE Recommendation	Entity Responsible	Time frame
A2	Key Recommendation 2: Organize a presentation for the Ministry of the Local Government, and the Association of the units of local self-government of the Republic of North Macedonia (ZELS), inviting also municipalities to present manuals that could be used in continued training of the municipalities and communal enterprises using the manuals produced by the Project, and discuss potential modalities	to UNDP and MoEPP	March – May 2022
A3	Recommendation 3: Meeting with the Ministry of Information Society and Administration, to discuss the potential for engagement in continued training of the civil servants using the manuals produced by the project.	to UNDP and MoEPP	March – May 2022
A4	Recommendation 4: Review all the products by the project and identify the ways of the best targeted dissemination if there are gaps- to handover to the Communications department for action	to UNDP and MoEPP	March – May 2022
B	Category 2 Actions to follow up to reinforce the benefits from the project		
B1	Recommendation 5: If there is more funding, use it to: <ul style="list-style-type: none"> a. operationalize the use of the MRV and enhance CC Mitigation/CC Adaptation/DRR/biodiversity links b. Potentially turning some of the manuals into interactive self-learning tools (starting from the Guidebook on CBT) c. Targeted dissemination of KM products (as part of the dissemination of UNDP EE portfolio products) d. Expansion of the Climate investment portal with a link to existing investment projects e. Expanding of the mentorship program for the municipalities and public communal enterprises putting it on a sustainable basis f. Expanding of the training program on climate change for civil servants putting it on a sustainable basis g. Provide training to MoEPP and other relevant ministries on the use of the improved data that will be available through MRV in policy making 	UNDP/MoEPP	Starting mid 2022

ANNEXES

Annex 1: Terms of reference

Terms of Reference for ICs and RLAs through /GPN ExpRes

Services/Work Description: Individual Contract, International Consultant

Project/Programme Title: “Strengthening institutional and technical Macedonian capacities to enhance transparency in the framework of the Paris Agreement,” or the CBIT project (PIMS 6223)

Consultancy Title: Terminal Evaluation for UNDP-supported GEF-finance project “Strengthening institutional and technical Macedonian capacities to enhance transparency in the framework of the Paris Agreement,”

Duty Station: Home-based, with possible travel to Skopje

Duration: 19 Nov 2021-11 March 2022 (International and domestic travels will be determined subject to the impact of COVID-19 and corporate and national/international travel restrictions, the TE may have to take place virtually; if not, the TE team is expected to conduct a field mission to Skopje).

Expected start date: 19 Nov 2021

1. BACKGROUND

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 institutional and technical Macedonian capacities to enhance transparency in the framework of the Paris Agreement,” or the CBIT project (PIMS 6223) implemented through the Ministry of Environment and Physical Planning (MOEPP). The project started on the 12 June 2019 and is in its 2nd year of implementation. The TE process must follow the guidance outlined in the document ‘Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects’ ([TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf](#)).

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

A team of two independent evaluators (international and national) will conduct the TE – one team leader (international - with experience and exposure to projects and evaluations in other regions) and one team expert (national), from Skopje, North Macedonia. The team leader will be responsible for the overall design and writing of the TE report. The team expert will assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, work with the Project Team in developing the TE itinerary, etc.

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

Specifically, the international expert (team leader) will perform the following tasks:

- Lead and manage the evaluation mission; Guide the national expert in collecting data and information and preparation of relevant sections in the report
- Design the detailed evaluation scope and methodology (including the methods for data collection and analysis);
- Conduct an analysis of the outcome, outputs and partnership strategy (as per the scope of the evaluation described above);
- Draft related parts of the evaluation report; and
- Finalize the entire evaluation report.

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 ([TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf](#)). The TE should pay particular attention to capturing best practices and lessons learned, which will be highly relevant to similar UNDP-GEF CBIT projects, and strategies for communicating project activities and results to stakeholders.

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

i. 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
- ii. 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
- iii. 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
- iv. 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 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 in the ToR Annex.

Monitoring & Evaluation (M&E)	Rating ²⁸
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	

²⁸ Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U)

Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

3. Expected Outputs and deliverables

- TE Inception Report: TE team clarifies objectives and methods of the TE no later than **2 weeks** before the TE mission. TE team submits the Inception Report to the Commissioning Unit and project management. Approximate due date: **09 Dec 2021**
- Presentation: TE team presents initial findings to project management and the Commissioning Unit at the end of the TE mission. Approximate due date: **21 Dec 2021**
- Draft TE Report: TE team submits full draft report with annexes **within 3 weeks** of the end of the TE mission. Approximate due date: **11 Feb 2022**
- Final TE Report* and Audit Trail: TE team submits revised report, with Audit Trail detailing how all received comments have (and have not) been addressed in the final TE report, to the Commissioning Unit **within 1 week** of receiving UNDP comments on draft. Approximate due date: **4 Mar 2022**

4. Institutional arrangements/reporting lines

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is **UNDP Country Office**.

The Commissioning Unit will contract the consultants 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.

5. Experience and qualifications

I. Academic Qualifications:

- Master's degree in the natural sciences, social sciences, technical sciences or other relevant field;

II. Years of experience:

- Relevant experience with results-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Experience in evaluating projects;
- Experience working in the Western Balkans;
- Experience in relevant technical areas for at least 10 years;
- Experience working with the GEF or GEF-evaluations; Project evaluation/review experience within United Nations system will be considered an asset.

III. Language:

Fluency in written and spoken English

IV. Competencies:

- Competence in adaptive management, as applied to climate change projects;
- Demonstrated understanding of issues related to gender and climate change; experience in gender responsive evaluation and analysis;
- Excellent communication skills;
- Demonstrable analytical skills;

6. Payment Modality

Payment to the individual contractor will be made based on the actual number of days worked, deliverables accepted and upon certification of satisfactory completion by the manager.

TERMINAL EVALUATION TERMS OF REFERENCE (TOR) TEMPLATE FOR UNDP-SUPPORTED GEF-FINANCE PROJECTS

BASIC CONTRACT INFORMATION

Location: Home-based with possible travel to Skopje

Application Deadline: 16 Nov 2021, 10h (CET)

Type of Contract: Individual Contract

Assignment Type: International Consultant**Languages Required: English****Starting Date: 19 Nov 2021****Duration of Initial Contract: 19 Nov 2021-11 March 2022****Expected Duration of Assignment: 4 months****BACKGROUND****1. 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 institutional and technical Macedonian capacities to enhance transparency in the framework of the Paris Agreement,” or the CBIT project (PIMS 6223) implemented through the Ministry of Environment and Physical Planning (MOEPP). The project started on the 12 June 2019 and is in its 2nd year of implementation. The TE process must follow the guidance outlined in the document ‘Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects’ ([TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf](#)).

2. Project Description

The objective of the CBIT project is to meet enhanced transparency requirements as defined in Article 13 of the Paris Agreement by strengthening institutional and technical capacity for measuring and reporting on emissions, mitigation and adaptation activities, and support received. It uses three means of strengthening capacity in this area: 1) Strengthening national institutions for MRV and aligning transparency activities with country priorities; 2) Ensuring that organizations and individuals have the necessary training and tools to conduct MRV activities; and 3) Transitioning arrangements for data collection, analysis, and reporting from a project-based cycle to a continuous process. Gender is as a key component of the project’s holistic approach for MRV, and there is a dedicated output that addresses gender in MRV. The UNDP gender marker is GEN 2.

The goal of the CBIT project is to assist the country in mainstreaming and integration of climate change consideration into national and sectorial development policies by providing continuity to the institutional and technical capacity strengthening process. This project will additionally improve the sustainability for the improvement of the country’s current and future NDCs and the preparation of future National Communication/ Biennial Transparency Reports on Climate Change, also facilitating reporting requirements to the UNFCCC, the UN Sustainable Development Goals, the Energy Community, and the European Union.

The project budget totals USD 1,320,000 in grant funding from the GEF. Parallel co-financing totals at project inception were USD 1,410,000 (USD 1.4 million from the European Union and USD 10,000 from the Ministry of Environment and Physical Planning).

The Republic of North Macedonia has submitted ambitious goals of 82% reduction of GHG net emissions compared to 1990 for its enhanced NDC under the Paris Agreement. To achieve this goal, the enhanced NDC indicates 63 climate actions that need to be implemented by 2030. Government officials have expressed support for the project at a high level, and there has been active participation at the ministerial level in project briefings and events.

The operational environment of the project has been affected by the COVID-19 pandemic, which affected the timing of elections, the subsequent formation of a new government, and the timing of the adoption of the Law and Strategy on Climate Action, which will provide the institutional underpinning for the CBIT platform. International and country-level restrictions related to the pandemic have also affect the format of delivery of services: in-person events have been replaced with virtual events due to restrictions on gatherings, and work by international consultants and companies had to be done remotely due to travel restrictions.

3. TE Purpose

The TE report will assess the achievement of project results against what was expected to be achieved, 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. The TE is a requirement for the GEF, and its results will be used by in-country project stakeholders, particularly government partners; by UNDP at the country, regional, and global level; and by other transparency stakeholders at the international level, such as climate funds and donors, to inform project design and programming.

As per the monitoring and evaluation plan in the project document, the TE will take place upon completion of all major project outputs and activities and will begin three months before operational closure of the project, allowing the evaluation mission to proceed while the project team is still in place, yet ensuring the project is close enough to completion for the evaluation team to reach conclusions on key aspects such as project sustainability. The evaluation will be ‘independent, impartial and rigorous.

DUTIES AND RESPONSIBILITIES

The evaluation should respond to the following [Evaluative Criteria Questions](#).

1. 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 level?
2. To what extent have the expected outcomes and objectives of the project been achieved?
3. Was the project implemented efficiently, in line with international and national norms and standards?

4. To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?
4. How did the project contribute to gender equality and women's empowerment?
5. Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?

6. TE Approach & Methodology

The TE 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 PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the TE team consider useful for this evidence-based evaluation. The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages 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, the UNFCCC Focal point, the UNFCCC Gender and Climate Change Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisors, 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 executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, the Project Board, project beneficiaries, academia, local government and CSOs, etc. Specific key stakeholders include: Ministry of Environment and Physical Planning (MOEPP), the Secretariat for European Affairs, the Ministry of Economy (ME), the Ministry of Labor and Social Policy (MLSP), and the Macedonian Academy of Sciences and Arts (MASA), the Network of Climate Change Practitioners (Government representatives from various institutions).

International and domestic travels will be determined subject to the impact of COVID-19 and corporate and national/international travel restrictions, the TE may have to take place virtually; if not, the TE team is expected to conduct a field mission to Skopje.

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 use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach, including evaluation methods, survey and interview tools, interview schedules, field visits and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the TE team.

The final TE report should 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.

7. 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 ([TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf](#)). The TE should pay particular attention to capturing best practices and lessons learned, which will be highly relevant to similar UNDP-GEF CBiT projects, and strategies for communicating project activities and results to stakeholders.

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

v. 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

vi. 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
- vii. 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
- viii. 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 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 in the ToR Annex.

Monitoring & Evaluation (M&E)	Rating ²⁹
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	

²⁹ Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U)

Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

8. Expected Outputs and Deliverables

The TE *team* shall prepare and submit:

- TE Inception Report: TE team clarifies objectives and methods of the TE no later than **2 weeks** before the TE mission. TE team submits the Inception Report to the Commissioning Unit and project management. Approximate due date: **09 Dec 2021**
- Presentation: TE team presents initial findings to project management and the Commissioning Unit at the end of the TE mission. Approximate due date: **21 Dec 2021**
- Draft TE Report: TE team submits full draft report with annexes **within 3 weeks** of the end of the TE mission. Approximate due date: **11 Feb 2022**
- Final TE Report* and Audit Trail: TE team submits revised report, with Audit Trail detailing how all received comments have (and have not) been addressed in the final TE report, to the Commissioning Unit **within 1 week** of receiving UNDP comments on draft. Approximate due date: **4 Mar 2022**

*The final TE report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.³⁰

9. TE Arrangements

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is **UNDP Country Office**.

The Commissioning Unit will contract the consultants 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.

10. Duration of the Work

The total duration of the TE will be approximately **30 working days** over a time period of **22 weeks** starting on **19 November 2021**. The tentative TE timeframe is as follows:

Timeframe	Activity
16 Nov 2021	Application closes
18 Nov 2021	Selection of TE team
22 – 26 Nov 2021	Preparation period for TE team (handover of documentation)
(29 Nov - 02 Dec 2021) 4 days	Document review and preparation of TE Inception Report
(3 – 09 Dec 2021) 5 days	Finalization and Validation of TE Inception Report; latest start of TE mission
(13 Dec – 17 Dec) 5 days	TE mission: stakeholder meetings, interviews, etc.
(21 Dec 2021)	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
(17 Jan – 11 Feb 2022) 10 days	Preparation of draft TE report
(14 Feb – 28 Feb 2022)	Circulation of draft TE report for comments
(01 Mar – 04 Mar 2022)	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
(09 Mar 2022)	Preparation and Issuance of Management Response
(11 Mar 2022)	Expected date of full TE completion

Options for site visits should be provided in the TE Inception Report.

11. Duty Station

International and domestic travels will be determined subject to the impact of COVID-19 and corporate and national/international travel restrictions, the TE may have to take place virtually; if not, the TE team is expected to conduct a field mission to Skopje.

Travel:

- International travel will be required to the Republic of North Macedonia during the TE mission;
- The BSAFE course **must** be successfully completed **prior** to commencement of travel;
- Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director.
- Consultants are required to comply with the UN security directives set forth under: <https://dss.un.org/dssweb/>
- All related travel expenses will be covered and will be reimbursed as per UNDP rules and regulations upon submission of an F-10 claim form and supporting documents.

REQUIRED SKILLS AND EXPERIENCE

³⁰ Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

12. TE Team Composition and Required Qualifications

A team of *two independent evaluators (international and national)* will conduct the TE – *one team leader (international - with experience and exposure to projects and evaluations in other regions) and one team expert (national), from Skopje, North Macedonia*. The team leader will be responsible for the overall design and writing of the TE report. The team expert will *assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, work with the Project Team in developing the TE itinerary, etc.*

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

For International Consultant (Team Leader)

The selection of the evaluator will be aimed at maximizing the attributes in the following areas:

Education

- Master's degree in the natural sciences, social sciences, technical sciences or other relevant field;

Experience

- Relevant experience with results-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to climate change projects;
- Experience in evaluating projects;
- Experience working in the Western Balkans;
- Experience in relevant technical areas for at least 10 years;
- Demonstrated understanding of issues related to gender and climate change; experience in gender responsive evaluation and analysis;
- Excellent communication skills;
- Demonstrable analytical skills;
- Experience working with the GEF or GEF-evaluations; Project evaluation/review experience within United Nations system will be considered an asset.

Language

- Fluency in written and spoken English.

Specifically, the international expert (team leader) will perform the following tasks:

- Lead and manage the evaluation mission; Guide the national expert in collecting data and information and preparation of relevant sections in the report
- Design the detailed evaluation scope and methodology (including the methods for data collection and analysis);
- Conduct an analysis of the outcome, outputs and partnership strategy (as per the scope of the evaluation described above);
- Draft related parts of the evaluation report; and
- Finalize the entire evaluation report.

13. Evaluator Ethics

The TE evaluator 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.

14. Payment Schedule

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit
- 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit
- 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit 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 MTR reports).
- The Audit Trail includes responses to and justification for each comment listed.

Annex 2: Evaluation Matrix

	Indicators	Sources	Methodology	Response / Finding	Opportunities for Improvement
Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?					
Project Design:					
To what extent is the project in line with national and local priorities?	<i>Alignment with national policies and local development plans</i>	<i>ProDoc and AWP, National strategies, regional development plans</i>	Comparative analysis		
	<i>Correspondence of the grants to the selection criteria</i>				
	<i>Alignment with GEF focal area outcomes and outputs</i>	<i>GEF documents, ProDoc, AWP</i>	<i>Comparative analysis</i>		
Have synergies with other projects and initiatives been incorporated in the design?	<i>Evidence of stakeholder mapping in the ProDoc and examples of synergistic activities planned</i>	<i>ProDoc, Inception report, interviews</i>	<i>Comparative analysis</i>		
Were lessons from other relevant projects properly incorporated into the project design?	<i>Evidence of lessons from other projects listed and considered in the design stage</i>	<i>ProDoc, Inception report, interviews</i>	<i>Comparative analysis</i>		
Were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, considered during project design processes?	<i>Evidence that the project design was informed by the perspectives of local stakeholders</i>	<i>KIIs, ProDoc and Inception report</i>	<i>Comparative analysis</i>		
Have issues materialized due to incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document?	<i>Evidence of comprehensive risk analysis and mitigation measures in the ProDoc and AWP</i>	<i>Annual PIRs, AWP and ProDoc</i>	<i>Comparative analysis</i>		
Results Framework:					
Are the project objective and outcomes clear, practicable, and feasible within its time frame?	<i>level of coherence between project objectives and outcomes, and resources</i>	<i>ProDoc, Inception report, KIIs, PIRs,</i>	<i>Comparative analysis</i>		
Are the project's logframe indicators and targets appropriate?	<i>Evidence of the project logframe capturing key results at output and outcome level</i>	<i>ProDoc, Inception report, AWP, KIIs</i>	<i>Comparative analysis</i>		
How "SMART" are the midterm and end-of-project targets (Specific, Measurable, Attainable, Relevant, Time-bound)? If applicable, what specific amendments or revisions to the targets and indicators are recommended?	<i>Evidence of the project targets being SMART</i>	<i>ProDoc, Inception report, AWP</i>	<i>Review of the targets</i>		
Mainstreaming					
To what extent were broader development and gender aspects factored into project design? Has there been progress so far that has led to or could in the future catalyse beneficial development effects (i.e., income generation, gender equality and women's empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis?	<i>Evidence of alignment with broader development agenda, including gender roles</i>	<i>ProDoc and AWP, UNDP CPAPs and CPD, and UNDAF, PIRs and GEF Core Indicator tracking tools</i>	Comparative analysis		
Progress towards Results To what extent have the expected outcomes and objectives of the project been achieved thus far?					

	Indicators	Sources	Methodology	Response / Finding	Opportunities for Improvement
Progress towards Outcomes Analysis:					
Are the logframe indicators met? If not then why? Are the targets from the GEF Tracking Tool met? If not why?	<i>Evidence of meeting the midterm targets, evidence of concurrence of interviewee feedback on the factors</i>	<i>KIIs, PIRs, tracking tool</i>	<i>Triangulation, contribution analysis, "Progress towards results analysis"</i>		
Considering the aspects of the project that have already been successful, what were the factors behind these?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents</i>	<i>Triangulation,</i>		
Which barriers have hindered achievement of the project objective in the remainder of the project?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents</i>	<i>Triangulation,</i>		
Project Implementation & Adaptive Management					
Management Arrangements, GEF Partner Agency:					
Has there been an appropriate focus on results?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents</i>	<i>Triangulation,</i>		
Has the UNDP support to the Executing Agency/Implementing Partner and Project Team been adequate?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents</i>	<i>Triangulation,</i>		
Has the quality and timeliness of technical support to the Executing Agency/Implementing Partner and Project Team been adequate?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents</i>	<i>Triangulation,</i>		
How has the responsiveness of the managing parties to significant implementation problems (if any) been?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents (Board meetings minutes)</i>	<i>Triangulation, comparative analysis</i>		
Are there salient issues (e.g., project duration and scope) that have they affected project outcomes and sustainability?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents</i>	<i>Triangulation, comparative analysis</i>		
Management Arrangements, Executing Agency/Implementing Partner:					
Were the capacities of the executing institution(s) and its counterparts properly considered when the Project was designed?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents (e.g., Capacity Development Framework at baseline, ProDoc and Inception report)</i>	<i>Triangulation, comparative analysis</i>		
Were partnership arrangements properly identified and roles and responsibilities negotiated prior to Project approval?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents (e.g., ProDoc)</i>	<i>Triangulation, comparative analysis</i>		
Were counterpart resources, enabling legislation, and adequate project management arrangements in place at Project entry?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents</i>	<i>Triangulation, comparative analysis</i>		
Has there been an appropriate focus on timeliness?	<i>concurrence of interviewee feedback and evidence from document review; as well as evidence of using appropriate management tools</i>	<i>KIIs, documents (esp., AWP)</i>	<i>Triangulation,</i>		

	Indicators	Sources	Methodology	Response / Finding	Opportunities for Improvement
Have management inputs and processes, including budgeting and procurement been adequate?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents (esp., Annual Work Plans and Board meeting minutes)</i>	<i>Triangulation,</i>		
Has overall risk management been proactive, participatory, and effective?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents</i>	<i>Triangulation, comparative analysis</i>		
Has there been sufficient candour and realism in annual reporting?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents</i>	<i>Triangulation, comparative analysis</i>		
Has there been adequate mitigation and management of environmental and social risks as identified through the UNDP Environmental and Social screening procedure?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents (e.g., UNDP Environmental and Social screening document)</i>	<i>Triangulation, comparative analysis</i>		
Work Planning					
Has the project experienced delays in start-up and/or implementation? What were the causes of the delays? And, have the issues been resolved?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents (AWPs and PIRs; Board Meetings minutes)</i>	<i>Triangulation, comparative analysis</i>		
Were the work-planning processes results-based? Has the project team used the project's results framework/ logframe as a management tool?	<i>concurrence of interviewee feedback and evidence from document review; as well as evidence of using appropriate management tools</i>	<i>KIIs, documents (esp., Annual Work Plans and PIRs)</i>	<i>Triangulation, comparative analysis</i>		
Have there been any changes to the logframe since project start, and have these changes been documented and approved by the project board?	<i>evidence from document review;</i>	<i>ProDoc, Inception report, AWP and PIRs. KIIs</i>	<i>Triangulation, comparative analysis</i>		
Finance and Co-finance:					
Have strong financial controls been established allow the project management to make informed decisions regarding the budget at any time, and allow for the timely flow of funds and the payment of satisfactory project deliverables?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>PIRs, CDRs, AWP, Board meeting minutes</i>	<i>Triangulation, comparative analysis</i>		
Are there variances between planned and actual expenditures? If yes, what are the reasons behind these variances?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>PIRs, CDRs, AWP,</i>	<i>Triangulation, comparative analysis</i>		
Has the project demonstrated due diligence in the management of funds, including annual audits?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>PIRs, CDRs, AWP, Board meeting minutes</i>	<i>Triangulation, comparative analysis</i>		
Have there been any changes made to the fund allocations as a result of budget revisions? Assess the appropriateness and relevance of such revisions.	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>PIRs, CDRs, AWP, Board meeting minutes</i>	<i>Triangulation, comparative analysis</i>		
Has pledged co-financing materialized? If not, what are the reasons behind the co-financing not materializing or falling short of targets?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>PIRs, CDRs, AWP, Board meeting minutes</i>	<i>Triangulation, comparative analysis</i>		
Project-level Monitoring and Evaluation Systems					
Was the M&E plan sufficiently budgeted and funded during project preparation and implementation thus far? Are sufficient resources being allocated to M&E? Are these resources being allocated	<i>concurrence of interviewee feedback and evidence from</i>	<i>PIRs, CDRs, AWP, KIIs</i>	<i>Triangulation, comparative analysis</i>		

	Indicators	Sources	Methodology	Response / Finding	Opportunities for Improvement
effectively?	document review				
Are the M&E systems appropriate to the project's specific context? Do the monitoring tools provide the necessary information? Do they involve key partners, stakeholders including groups (e.g., women indigenous peoples, children, elderly, disabled, and poor)? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How well are the development objectives built into monitoring systems: How are perspectives of women and men involved and affected by the project monitored and assessed?	concurrence of interviewee feedback and evidence from document review	<i>PIRs, AWP, KIIs</i>	<i>Triangulation, comparative analysis</i>		
To what extent have follow-up actions, and/or adaptive management measures, been taken in response to the PIRs?	concurrence of interviewee feedback and evidence from document review	<i>PIRs, AWP, KIIs</i>	<i>Triangulation, comparative analysis</i>		
Stakeholder Engagement:					
Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?	concurrence of interviewee feedback and evidence from document review	<i>PIRs, AWP, KIIs</i>	<i>Triangulation, comparative analysis</i>		
Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?	concurrence of interviewee feedback and evidence from document review	<i>PIRs, AWP, Board meeting minutes KIIs</i>	<i>Triangulation, comparative analysis</i>		
How has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives? Are there any limitations to stakeholder awareness of project outcomes or to stakeholder participation in project activities? Is there invested interest of stakeholders in the project's long-term success and sustainability?	concurrence of interviewee feedback and evidence from document review	<i>PIRs, AWP, Board meeting minutes KIIs</i>	<i>Triangulation, comparative analysis</i>		
Reporting					
How have adaptive management changes been reported by the Project Team and shared with the Project Board?	concurrence of interviewee feedback and evidence from document review	<i>PIRs, AWP, Board meeting minutes KIIs</i>	<i>Triangulation, comparative analysis</i>		
How well have the Project Team and partners undertaken and fulfil GEF reporting requirements?	evidence from document review	<i>Board meeting minutes and other documents KIIs</i>	<i>Triangulation, comparative analysis</i>		
How have PIRs been shared with the Project Board and other key stakeholders?	concurrence of interviewee feedback and evidence from document review	<i>Board meeting minutes and other documents (GEF regional office) KIIs</i>	<i>Triangulation, comparative analysis</i>		
How have lessons derived from the adaptive management process been documented, shared with key partners and internalized by partners, and incorporated into project implementation?	concurrence of interviewee feedback and evidence from document review	<i>PIRs, AWP, Lessons Learned reports, Board meeting minutes KIIs</i>	<i>Triangulation, comparative analysis</i>		
Communication:					
Was communication regular and effective? Were there key stakeholders left out of communication? Were there feedback mechanisms when communication is received? Did this	concurrence of interviewee feedback	<i>PIRs, AWP, Board meeting minutes, other documents</i>	<i>Triangulation, comparative analysis</i>		

	Indicators	Sources	Methodology	Response / Finding	Opportunities for Improvement
communication with stakeholders contribute to their awareness of project outcomes and activities and long-term investment in the sustainability of project results?	evidence from document review <i>evidence of appropriate feedback tools used</i>	<i>KIIs</i>			
Were proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)	<i>concurrence of interviewee feedback</i> <i>evidence from document review</i> <i>evidence of appropriate communication tools</i>	<i>PIRs, AWP, Board meeting minutes, other documents</i> <i>KIIs</i>	<i>Triangulation, comparative analysis</i>		
Were there possibilities for expansion of educational or awareness aspects of the project to solidify a communications program, with mention of proper funding for education and awareness activities? What aspects of the project might yield excellent communications material, if applicable?	<i>concurrence of interviewee feedback</i>	<i>Board meeting minutes, KIIs</i>	<i>Triangulation,</i>		
Sustainability					
Risk Management					
Were the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Management Module the most important? And, are the risk ratings applied appropriate and up to date? If not, explain why.	<i>Evidence of adequate risk identification</i>	<i>Project Document, Annual Project Review/PIRs and the ATLAS Risk Management Module</i> <i>KIIs</i>	<i>Triangulation, comparative analysis</i>		
Financial Risks to Sustainability:					
What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)? What additional factors are needed to create an enabling environment for continued financing?	<i>concurrence of interviewee feedback</i> <i>evidence from document review</i>	<i>KII</i>	<i>Triangulation,</i>		
Has there been the establishment of financial and economic instruments and mechanisms to ensure the ongoing flow of benefits once the GEF assistance ends (i.e., from the public and private sectors, income generating activities, and market transformations to promote the project's objectives)?	<i>concurrence of interviewee feedback</i> <i>evidence from document review</i>	<i>KII,</i> <i>PIRs and other documents (e.g., updated Capacity Development Framework)</i>	<i>Triangulation</i>		
Socio-Economic Risks to Sustainability					
Are there any social or political risks that may jeopardize sustainability of project outcomes?	<i>concurrence of interviewee feedback</i> <i>evidence from document review</i>	<i>KII</i>	<i>Triangulation,</i>		
What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow?	<i>concurrence of interviewee feedback</i> <i>evidence from document review</i>	<i>KII</i>	<i>Triangulation,</i>		
Is there sufficient public/ stakeholder awareness in support of the objectives of the project?	<i>concurrence of interviewee feedback</i> <i>evidence from document review</i>	<i>KII</i>	<i>Triangulation,</i>		

	Indicators	Sources	Methodology	Response / Finding	Opportunities for Improvement
Are lessons learned being documented by the Project Team on a continual basis?	concurrence of interviewee feedback and evidence from document review	<i>Lessons Learned reports, KIIs</i>	<i>Triangulation, comparative analysis</i>		
Are the project's successful aspects being transferred to appropriate parties, potential future beneficiaries, and others who could learn from the project and potentially replicate and/or scale it in the future?	<i>concurrence of interviewee feedback evidence from document review</i>	<i>KII</i>	<i>Triangulation,</i>		
Institutional Framework and Governance Risks to Sustainability					
Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize project benefits?	<i>concurrence of interviewee feedback evidence from document review</i>	<i>KII</i>	<i>Triangulation, comparative analysis</i>		
Has the project put in place frameworks, policies, governance structures and processes that will create mechanisms for accountability, transparency, and technical knowledge transfer after the project's closure?	<i>concurrence of interviewee feedback evidence from document review evidence of the project using appropriate frameworks, policies, governance structures and processes</i>	<i>KII, document review</i>	<i>Triangulation, comparative analysis</i>		
How has the project developed appropriate institutional capacity (systems, structures, staff, expertise, etc.) that are likely to be self-sufficient after the project closure date?	<i>concurrence of interviewee feedback evidence from document review</i>	<i>KII</i> <i>Other documents (PIRs, government papers)</i>	<i>Triangulation, comparative analysis</i>		
How has the project identified and involved champions (i.e., individuals in government and civil society) who can promote sustainability of project outcomes?	<i>concurrence of interviewee feedback evidence from document review</i>	<i>KII, document review</i>	<i>Triangulation, comparative analysis</i>		
Has the project achieved stakeholders' (including government stakeholders') consensus regarding courses of action on project activities after the project's closure date?	<i>concurrence of interviewee feedback evidence from document review</i>	<i>KII, document review (esp. the Board meeting minutes)</i>	<i>Triangulation, comparative analysis</i>		
Does the project leadership have the ability to respond to future institutional and governance changes (i.e., foreseeable changes to local or national political leadership)? Can the project strategies effectively be incorporated/mainstreamed into future planning?	<i>concurrence of interviewee feedback evidence from document review</i>	<i>KII, document review</i>	<i>Triangulation, comparative analysis</i>		
Environmental Risks to Sustainability:					
Are there environmental factors that could undermine and reverse the project's outcomes and results, including factors that have been identified by project stakeholders?	<i>concurrence of interviewee feedback evidence from document review</i>	<i>KII, document review</i>	<i>Triangulation, comparative analysis</i>		

Annex 3: List of documents reviewed

#	Item (electronic versions preferred if available)	Comments and details
	Project Identification Form (PIF)	Provided
2	UNDP Initiation Plan	N/A
3	CEO Endorsement Request	Provided
4	Final UNDP-GEF Project Document with all annexes	Provided
5	Inception report	Provided
6	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)	N/A
	Risk Log	Initial Plan Provided (in the ProDoc). The updated Risk Log from ATLAS provided
7	All Project Implementation Reports (PIRs)	2 PIR Reports
8	Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports)	Progress reports updates in ATLAS, but the information is similar to the PIR. Annual Workplans provided
9	Minutes of Project Board Meetings and of other meetings (i.e., Project Appraisal Committee meetings)	3 provided
10	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions	uploaded
11	Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures	CDRs and extract from Atlas on financing provided Official co-financing letters provided
12	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)	All available on the website <ul style="list-style-type: none"> • Knowledge management products • Climate Actions • Capacity building & trainings • Virtual study tour • Accessibility for people with disabilities • Gender and climate change (will put separate document with all the links)
13	Sample of project communications materials	Communication Plan and Comm materials <ul style="list-style-type: none"> • 2013 climate change communication strategy • 2021 climate change survey and progress report (scroll to the bottom for official results) • 2019 survey and progress report • infographics
14	Data on relevant project website activity – e.g., number of unique visitors per month, number of page views, etc. over relevant time period, if available	Reports and data on communications provided
15	Summary list of formal meetings, workshops, training etc. held, with date, location, topic, and number of participants	<ul style="list-style-type: none"> • Training info available here • Docs for each training, provided • Gender and climate change trainings (first phase) • Report on Conducting Gender Equality and Climate Change Trainings (en) • Training manual - Gender Equality and Climate Change • Gender and climate change journey map • Gender and climate change trainings (second phase and mentorship) uploaded • There are also other training reports, but they are in the office, will upload these next week
16	Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to project activities	<ul style="list-style-type: none"> • Households heating, as well as gender relevance (PIR links) • Socio-Economic Assessment, including COVID-19 impact assessment
17	List of contracts and procurement items over ~US\$5,000 (i.e., organizations or companies contracted for project outputs, etc., except in cases of confidential information)	
18	List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e., any leveraged or “catalytic” results)	<ul style="list-style-type: none"> • NAP delayed • Climate Promise support for development of the Macedonian enhanced NDC • EU project

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19	UNDAF and UNDP Country Programme Document (CPD)	Provided
20	Relevant Country laws and strategies	All info here
21	List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted	provided
22	Project deliverables that provide documentary evidence of achievement towards project outcomes	

Annex 4: List of Persons Interviewed

Government

- 48. Vesna Indova, GEF and EU Focal point, MOEPP
- 49. Kaja Sukova, State Secretary. MOEPP
- 50. Ana Karanfilovska, Waste Management Department, MOEPP
- 51. Angelina Jovanovikj, Communication Officer MOEPP
- 52. Elena Grozdanova UNFCCC gender and climate change focal point Ministry of Labour and Social Policy
- 53. Valentina Stardelova Ministry of Economy
- 54. Stevko Stefanovski Center for Crisis Management
- 55. Suzana Stojanovska State Statistical Office
- 56. Teodora Obradovikj Grncharovska UNFCCC Focal point MOEPP
- 57. Nadica Andonovska Ugrinovska Sector for EU Affairs
- 58. Irena Gjorgievska, Fund for Innovation and Technology Development of North Macedonia

UNDP

- 59. Sanja Bojanic, DRR
- 60. Anita Kodzoman Environment and DRR Programme Officer
- 61. Ilmiasan Dauti, Programme Analyst / Manager, Governance Unit
- 62. Damiano Borgorgno, Former CBIT Regional Technical advisor
- 63. Eva Huttova, Regional Technical Advisor
- 64. Ivan Mickovski, Communication Officer
- 65. Darko Chekerovski Environment Communication Officer
- 66. Lazar Pop Ivanov UNDP Acceleration Lab
- 67. Igor Izotov UNDP Acceleration Lab
- 68. Pavlina Zdraveva, Project manager
- 69. Trajancho Naumovski, Project Assistant

UN

- 70. Lilijan Kandikyan

Development partners

- 71. Sanja Madzaeric-Sujster, WB

Project experts

- 72. Susan Legro, Chief Technical Advisor#
- 73. Zoran Velickov, MRV platform IT developer
- 74. Elena Gavrilova, MRV Platform consultant and EU IPA project
- 75. Olgica Apostolova, gender and cc consultant
- 76. Madhukar Upadhya, Climate budget tagging
- 77. Aleksandar Naumovski, Climate budget tagging
- 78. Seth Landay, NDC roadmap
- 79. Dimitar Trajanov, Data Scientist
- 80. Vasko Popovski, DRR
- 81. Marija Risteska, CRPM
- 82. Erina Filipovska, CBIT Junior Associates

Focus Group on the Network of CC professionals

- 83. Maja Markovska Milieukontakt Macedonia

84. Sofija Bogeva/Ena Utevska SkopjeLab

Focus Group on Municipality training Nexus

85. Vasko Burvski, Municipality of Brenovo

86. Tanja Mitev Center for Regional Development (based in Strumica)

Focus Group on Gender/CC Nexus

87. Gordana Nestorovska, MENTOR

88. Ajman aj Mala, Municipality of Resen, Head of the Sector for Environment, TRAINEE

89. Ajtovska Ljubinka, Municipality of Kochani, Coordinator for equal opportunities, TRAINEE

90. Ankica Cijajova, Municipalities of Probishtip, Coordinator for equal opportunities, TRAINEE

91. Toni Gerov, Municipalities of Probishtip, Sector for Local Economic Development, TRAINEE

92. Jana Angelovska, MENTOR

93. Luiza Aleksova, Municipality of Vinica, TRAINEE

94. Zivka Mihajlovska, TRAINEExxxx

Annex 5: Project Results Framework

This project will contribute to the following Sustainable Development Goal (s): SDG 13 - Take urgent action to combat climate change and its impacts and SDG target 16.6: Develop effective, accountable and transparent institutions at all levels					
This project will contribute to the following country outcome included in the UNDAF/Country Programme Document: Outcome 4. By 2020, individuals, the private sector and state institutions base their actions on the principles of sustainable development and communities are more resilient to disasters and environmental risks CPD Outcome Indicator: 4.1. Greenhouse gas (GHG) emissions (CO2 eq kT) Baseline (2012): 12,707.74 Target (2020): 11,309.89					
This project will be linked to the following output of the UNDP Strategic Plan: Output 1.4: Scaled up action on climate change adaptation and mitigation cross sectors which is funded and implemented.					
	Objective and Outcome Indicators	Baseline	Mid-Term Target	End of Project Target	Data Collection Methods and Risks/Assumptions
Project Objective: To assist the country with meeting enhanced transparency requirements as defined in Article 13 of the Paris Agreement by strengthening institutional and technical capacity for measuring and reporting on emissions, mitigation and adaptation activities, and support received	<i>Indicator 1 (CBIT TT Indicator 3):</i> Quality of MRV Systems*	5*		7*	Data Collection Methods: Project Documentation Structured Interviews Beneficiary survey Official Gazette of RM Final Project Evaluation Report UNFCCC web site Risks: Political turmoil and change of Government priorities Assumptions: Stable political situation and firm commitment of the Government to fulfil its commitments towards the UNFCCC and the Paris Agreement
	<i>Indicator 2: (CBIT TT indicator 4):</i> Status of Convention obligations on reporting, including mitigation contribution	Initial NDC, TNC, SBUR submitted	3BUR endorsed by the Government and submitted to the UNFCCC by Q1 2020	Updated NDC endorsed by the Government and submitted to the UNFCCC by Q4 2020	
	<i>Indicator 3 (CBIT TT indicator 5):</i> Qualitative Assessment of Institutional Capacity for Transparency-Related Activities**	2**		3**	
	<i>Indicator 4:</i> Number of direct project beneficiaries disaggregated by gender as co-benefit of GEF investment	29, out of which 12 are women	50 of project beneficiaries, 20 of whom are women	120 of project beneficiaries, 60 of whom are women	
Component/Outcome 1 Institutional capacity strengthening for MRV	<i>Indicator 5:</i> Existence of a designated CC MRV unit at MoEPP.	MoEPP does not have a designated unit for CC MRV	MRV unit established at MOEPP to oversee climate change reporting on national and international commitments	MRV unit continues to function and oversee climate change reporting on national and international commitments	Data Collection Methods: Project documentation, MoEPP documentation Open Governance Partnership Report Survey Risks: Lack of resources on the part of the government to support the infrastructure for the new unit. Assumptions: The NCCC will assure inter-agency coordination on issues related to MRV
	<i>Indicator 6:</i> Quality of transparency activities undertaken by government organizations	5	— -	7	
	<i>Indicator 7:</i> Presence of national networks established of staff responsible for MRV within the key relevant government organizations, as well as local experts.	No network existing		Network established	

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	<i>Indicator 8:</i> Level of capacity to ensure gender equality and equity in climate change projects	Gender and Climate Change Action Plan developed	-	At least 30% of the Action Plan implemented	
Component/ Outcome 2 Training and tools for activities conducted under Article 13	<i>Indicator 9:</i> Number of toolkits on MRV for Climate Change Mitigation and Climate Change Adaptation: a) developed b) used	a) Country-specific toolkits on MRV are not available, and there is a general shortage of information on MRV in adaptation. b) 0	a) 5 toolkits on MRV are available to stakeholders b) 2	a) 8 toolkits on MRV are available to stakeholders b) Employees working in at least 3 government agencies report using the toolkits in their work	Data Collection Methods: Training manuals and technical documentation Reports, strategies and plans on national and local levels. Stakeholder interviews/questionnaires/surveys Risks: Unwillingness to incorporate the findings and recommendations into relevant policy instruments that will facilitate investments in low carbon development, especially for the industry and private sector; Assumptions: Government employees will have sufficient time to complete training Strong commitment from the national and local governments to invest in capacity building and increasing human and financial resources for establishment and operationalization of a national MRV system.
	<i>Indicator 10:</i> Integration of transparency concepts into key sectoral policies/legislation	Transparency concepts are not currently integrated into key sectoral policies and/or legislation.		At least 2 policies or laws integrate transparency concepts.	
	<i>Indicator 11:</i> Country-specific training on gender and climate change	General materials exist, but sectoral ministries require country-appropriate, sector-specific information	At least 3 sector-specific trainings on gender issues have been developed and delivered for sectoral ministries	A gender module has been developed for delivery in the context of climate finance training	
	<i>Indicator 12:</i> Level of dissemination of knowledge products produced by the project	0 (no knowledge products on MRV produced)	Knowledge products generated by the project to date are available on the internet.	All knowledge products generated by the project are available on the internet, including a list of these products.	
Component / Outcome 3 Design and implementation of a sustainable national MRV system	<i>Indicator 13:</i> A national platform fully functional to manage transparency data and report on NDC progress	0	0	1	Data Collection: Institutional arrangements of transparency system (Law on Climate Action and respective bylaws) MoUs with relevant institutions Interviews with agency personnel Risks: Insufficient human and financial resources for operationalization of a national platform/MRV system
	<i>Indicator 14:</i> Number of government agencies reporting data to the national platform on a regular basis	0	2	4	
	<i>Indicator 15:</i> Number of government agencies accessing data and information on the national platform	0	4	10	
	<i>Indicator 16:</i> Number of MRV tools that incorporate Gender-sensitive measurement and reporting	0	0	2	

* The rating for CBiT Indicator 3 is based on a 10-point scale specified by the GEFSec as follows:

1. Very little measurement is done, reporting is partial and irregular and verification is not there;
2. Measurement systems are in place, but data is of poor quality and/or methodologies are not very robust; reporting is done only on request or to limited audience or partially; verification is not there;
3. Measurement systems are in place for a few activities, improved data quality and methodologies, but not cost or time efficient; wider access to reporting is still limited and information is partial; verification is rudimentary/non-standardized;
4. Measurement systems are strong in a limited set of activities however, analyses still needs improvement; periodic monitoring and reporting although not yet cost/time efficient; verification is only upon specific request and limited;
5. Measurement systems are strong for a limited set of activities and periodically report on key GHG related indicators i.e., mainstreamed into the activity implementation; reporting is improved through few pathways but limited audience and formats; verification limited;
6. Measurement systems are strong and cover a greater percentage of activities – feedback loops exist even if they are not fully functioning; reporting is available through multiple pathways and formats but may not be complete/transparent; verification is done through standard methodologies but only partially (i.e., not all data is verifiable);
7. Measurement regarding GHG is broadly done (with widely acceptable methodologies), need for more sophisticated analyses to improve policy; Reporting is periodic with improvements in transparency; verification is done through more sophisticated methods even if partially;
8. Strong standardized measurements processes established for key indicators and mainstreamed into institutional policy implementation; reporting is widely available in multiple formats; verification is done for a larger set of information;
9. Strong Monitoring and Reporting systems – robust methodologies, cost effective and efficient, periodic; verification done to a significant degree;
10. Strong MRV systems that provide quality GHG-related information in a transparent, accurate and accessible to a wide audience, with feedback of information from MRV flowing into policy design and implementation

** The rating for CBiT Indicator 5 is based on a 4-point scale specified by the GEFSec as follows:

1. No designated transparency institution to support and coordinate the planning and implementation of transparency activities under Article 13 of the Paris Agreement exists.
2. Designated transparency institution exists, but with limited staff and capacity to support and coordinate implementation of transparency activities under Article 13 of Paris Agreement. Institution lacks authority or mandate to coordinate transparency activities under Article 13.
3. Designated transparency institution has an organizational unit with standing staff with some capacity to coordinate and implement transparency activities under Article 13 of the Paris Agreement. Institution has authority or mandate to coordinate transparency activities under Article 13. Activities are not integrated into national planning or budgeting activities.
4. Designated transparency institution(s) has an organizational unit with standing staff with some capacity to coordinate and implement transparency activities. Institution(s) has clear mandate or authority to coordinate activities under Article 13 of the Paris Agreement, and activities are integrated into national planning and budgeting activities.

Annex 6: UNDP Risk Log from Prodoc

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	The institutional capacity created by the project would not be sustainable beyond the end of the project implementation period due to lack of financial support.	Jul 2018	Organizational	I = 3 P = 2	Parallel activities supported under IPA-II funding will support legislation that mandates reporting capacity. Furthermore, specific project activities will address post-project resource mobilization, and they will present clear roadmaps for data archiving and storage.	Project Manager	Programme Manager		
2	Transparency activities would not be considered sufficiently important by the Macedonian Government to ensure adequate participation in and support for project activities; resources and attention would be diverted to other issues	Jul 2018	Political	I = 3 P = 2	The project is explicitly designed to link transparency activities to high-level political priorities in the country such as EU accession. This linkage will ensure that the project maintains high-level support. In addition, awareness-raising activities for target groups such as parliamentarians and journalists will increase the constituency supporting action in these areas.	Project Manager	Programme Manager		
3	A lack of horizontal coordination across ministries and agencies could hinder data collection and analysis.	July 2018	Organizational	I = 3 P = 2	First, the NCCC will ensure regular communication across government agencies. Second, parallel legislation supported under IPA-II will mandate data reporting from sectoral ministries and other relevant bodies. Third, Component 2 of the project will strengthen capacity of offices within key ministries and agencies to ensure that they are able to provide the necessary data in a given format and time frame.	Project Manager	Programme Manager		
4	The cross-sectoral MRV system might become obsolete or ineffective if transparency requirements change over time.	May 2018	Operational	I = 2 P = 1	The MRV system will be developed using open source software so that it may be maintained and updated as needed by any competent actor. Specific project activities will address system documentation, archiving, and storage.	Project Manager	Programme Manager		

Annex 7: Gender Action Plan

Objective	Action	Indicator	Responsible Institution
Component 1: Institutional Capacity Strengthening for MRV			
Ensure women's representation and active participation in capacity strengthening activities and in the capacity platform	<p>*Work with Implementing Partner to identify a national Climate Change and Gender Focal Point</p> <ul style="list-style-type: none"> *Conduct a pilot sectoral climate and gender analysis (e.g., renewable energy) and provide a briefing for policy-makers on the results. *Provide support to the Climate Change and Gender Focal Point in screening climate finance projects *Compile an expert roster of individuals and organizations that can provide expertise on gender issues in coordination with Component 1.3 	<p>Documented appointment of national Gender-CC Focal Point</p> <p>Sectoral project screening reports include gender considerations including differentiated economic and social impacts</p> <p>Gender-CC expert roster</p>	PIU, Gender Specialist, MOEPP
Component 2: Training and tools for activities conducted under Article 13			
Tools and training available and utilized by women and men that support the consideration of gender issues in MRV and sectoral policies and budgeting	<ul style="list-style-type: none"> *Provide two training sessions for gender stakeholders on climate change and climate finance and vice versa in coordination with Component 2.2 *Develop and conduct a briefing on gender issues for the NCCC in coordination with Component 2.2 *Develop and deliver training modules for key stakeholders (State Statistical Office, Ministry of Economy, Ministry of Agriculture) on gender issues in coordination with Component 2.2 *Develop a gender module for climate finance readiness training that can also be delivered as a stand-alone seminar *Develop and implement a plan to disseminate research and training modules throughout South-eastern Europe (a process that can utilize the regional network of climate change OFPs and gender specialists) and through the Global Support Programme and the Global Coordination Platform as appropriate 	<p>Presence of training modules</p> <p># of trainings and briefings conducted</p> <p>% of women participating in training activities under Component 1</p>	PIU, Gender Specialist, Gender Consultant
Component 3: Design and implementation of a sustainable domestic MRV system			
Ensure access to high-quality data and good practice in gender-sensitive data collection and analysis for MRV and the NDC tracking framework	<ul style="list-style-type: none"> *Itemize issues arising through sex-disaggregated data collection and analysis for the domestic MRV and NDC tracking system *Assess the current state of gender responsive budgeting and provide recommendations on reporting *Document and disseminate gender-relevant best practices and lessons learned throughout the project cycle 	<p>Presence of documented analysis that mainstreams gender considerations.</p> <p>Presence of recommendations on reporting and documentation of best practices and lessons learned</p>	PIU, Gender Specialist
Monitoring and Evaluation / Project Management			
Increase understanding of how project benefits may vary by gender	*Include gender issues in the scope of work for the Terminal Evaluation of the project	At the mid-point and the end of the project, gender-disaggregated findings, including quantitative and qualitative data, are available regarding the project approach and activities.	PIU, Gender Specialist, UNDP
Raise awareness regarding gender mainstreaming in transparency frameworks	<p>*Consult both women and men in the development of promotional materials</p> <p>*Assess the most appropriate communication channels for disseminating information about project activities, keeping in mind that they may be different for girls and women as opposed to boys and men.</p>	<p>Increase in awareness levels regarding climate change issues among both men and women</p> <p>The project communication strategy utilizes men's and women's communication channels</p>	PIU, Gender Specialist, UNDP

Annex 8: Rating scales

Monitoring & Evaluation Ratings Scale

Rating	Description
6 = Highly Satisfactory (HS)	There were no short comings; quality design/implementation exceeded expectations
5 = Satisfactory (S)	There were minor shortcomings; quality design/implementation met expectations
4 = Moderately Satisfactory (MS)	There were moderate shortcomings; quality of M&E design/implementation more or less met expectations
3 = Moderately Unsatisfactory (MU)	There were significant shortcomings; quality of M&E design/implementation was somewhat lower than expected
2 = Unsatisfactory (U)	There were major shortcomings; quality of M&E design/implementation was substantially lower than expected
1 = Highly Unsatisfactory (HU)	There were severe shortcomings in design/implementation
Unable to Assess (UA)	The available information does not allow an assessment of the quality of M&E design/implementation.

Implementation/Oversight and Execution Ratings Scale

Rating	Description
6 = Highly Satisfactory (HS)	There were no shortcomings; quality of implementation/execution exceeded expectations
5 = Satisfactory (S)	There were no or minor shortcomings; quality of implementation/execution met expectations.
4 = Moderately Satisfactory (MS)	There were some shortcomings; quality of implementation/execution more or less met expectations.
3 = Moderately Unsatisfactory (MU)	There were significant shortcomings; quality of implementation/execution was somewhat lower than expected
2 = Unsatisfactory (U)	There were major shortcomings; quality of implementation/execution was substantially lower than Expected
1 = Highly Unsatisfactory (HU)	There were severe shortcomings in quality of implementation/execution
Unable to Assess (UA)	The available information does not allow an assessment of the quality of implementation and execution

Outcome Ratings Scale - Relevance, Effectiveness, Efficiency

Rating	Description
6 = Highly Satisfactory (HS)	Level of outcomes achieved clearly exceeds expectations and/or there were no shortcomings
5 = Satisfactory (S)	Level of outcomes achieved was as expected and/or there were no or minor shortcomings
4 = Moderately Satisfactory (MS)	Level of outcomes achieved more or less as expected and/or there were moderate shortcomings.
3 = Moderately Unsatisfactory (MU)	Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings
2 = Unsatisfactory (U)	Level of outcomes achieved substantially lower than expected and/or there were major shortcomings.
1 = Highly Unsatisfactory (HU)	Only a negligible level of outcomes achieved and/or there were severe shortcomings
Unable to Assess (UA)	The available information does not allow an assessment of the level of outcome achievements

Sustainability Ratings Scale

Ratings	Description
4 = Likely (L)	There are little or no risks to sustainability
3 = Moderately Likely (ML)	There are moderate risks to sustainability
2 = Moderately Unlikely (MU)	There are significant risks to sustainability
1 = Unlikely (U)	There are severe risks to sustainability
Unable to Assess (UA)	Unable to assess the expected incidence and magnitude of risks to sustainability

Annex 9: Signed UNEG Code of Conduct forms

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 limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form¹⁹

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

Name of Consultant: Lilit Melikyan

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: London, UK on March 7, 2022

Evaluation Consultant Agreement Form²⁰

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

Name of Consultant: Natasa Markovska

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 Skopje, North Macedonia on March 7, 2022

Annex 10: Signed TE Report Clearance Form

Terminal Evaluation Report for (Project Title & UNDP PIMS ID) Reviewed and Cleared By:

Commissioning Unit (M&E Focal Point)

Sami Bushi

Name: DocuSigned by:

Signature: Sami Bushi
7D3A2DA2DB24402...

Date: 30-Mar-2022

Regional Technical Advisor (Nature, Climate and Energy)

Eva Huttova

Name: DocuSigned by:

Signature: Eva Huttova
DB780CDB15D74C6...

Date: 30-Mar-2022