FINAL EVALUATION REPORT

of the

UNDP/GEF Medium Size Project

Greening 2014 Sochi Olympics:

A Strategy and Action Plan for the Greening Legacy

Russian Federation

Project ID: 74313

PIMS: 4320

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Final Version

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Profile of the evaluator:

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Abbreviations and acronyms

APR	Annual Project Review
AWP	Annual Work Plan
CHP	Combined Heat and Power (equivalent to co-generation)
EA	Executing Agency
EBRD	European Bank for Reconstruction and Development
EE	Energy Efficiency
GEF	Global Environment Facility
GHG	Greenhouse Gas
IOC	International Olympic Committee
JI	Joint Implementation
LogFrame	Logical Framework Matrix
M&E	Monitoring and Evaluation
MNRE	Ministry of Natural Resources and Environment of the Russian Federation
NGO	Non-Governmental Organization
PDF	Project Development Facility
PIMS	Project Information Management System (UNDP GEF)
PIR	Project Implementation Review
PIU	Project Implementation Unit
ROC	Russian Olympic Committee
SOOC	Sochi Olympic Organizing Committee
tCO_{2eq}	metric tonne of CO_2 equivalent
ToR	Terms of Reference
UNDP	United Nations Development Programme
UNEP	United Nations Environmental Programme
UNFCCC	United Nations Framework Convention on Climate Change

1. Executive Summary

Table 1: Overview of the project identification

Project title	Greening 2014 Sochi Olympics: A Strategy and Action Plan for the Greening Legacy
PIMS	4320
Project ID	74313
Country	Russian Federation
Focal Area	Climate Change
GEF agency	UNDP
Executing Agency	Ministry of Natural Resources and Environment of the Russian Federation
Other Partners Involved	Sochi Olympic Organizing Committee, SC Olympstroy, City of Sochi, and other

Table 2: Key project milestones

	Originally expected date	Actual/revised date
CEO endorsement/approval		November 23, 2010
Agency approval date		December 21, 2010
Implementation start	January 2011	January 1, 2011
Final evaluation completion	February 2014	June 2014
Project termination	January 2013	June 30, 2014

The project was extended twice: once from January 31, 2013 to March 31, 2014 and the second time for further three months until June 30, 2014 making the total project duration 3.5 years.

Table 3: Overview of budgeted and actual financial sources provided [in USD]

	Budgeted in Project Document	Actual
GEF financing	900 000	900 000
Government	5 497 000	4 430 000
Private Sector	7 445 000	12 300 000
NGO	575 000	
Other		273 000
Total resources	14 417 000	17 903 000

As of June 6, 2014, in total 762 138 USD, ie. 85% were spent out of the total GEF budget of 900 000 USD.

The total project budget is 14 417 000 USD, of which the Global Environment Facility (GEF) provided a 900 000 USD grant.

Total financing provided of 17 903 000 USD includes grant from the UK Government of 123 000 USD and 150 000 USD from the UNDP/Coca Cola Partnership.

Project Preparatory Grant had a budget of 125 000 USD, of which 55 000 USD was a grant from the GEF.

Financial project delivery in 2011 was 61 542 USD (7% of the budget), in 2012 it was 320 110 USD (36%), in 2013 other 317 139 USD (35%), and the remaining 22% are planned to be spent in 2014. As of June 6, 2014 the financial delivery in 2014 was 63 347 USD (7%).

1.1 Brief description of project

The project was designed to produce a Greening Strategy and Action Plan for the 2014 Winter Olympics in Sochi in six areas: green building standards, energy efficiency strategy and action plan, renewable energy technologies, low carbon transport, Sochi carbon offset program, and public awareness and advocacy strategy.

The project intention was to help organizers to host carbon neutral Olympic Games, to reduce their carbon footprint by early implementation of carbon planning and by offsetting remaining GHG emissions related with hosting Olympic Games.

1.2 Context and purpose of the evaluation

This Final Evaluation has been performed on a request of UNDP Project Support Office Russian Federation as the GEF Implementing Agency as a part of a standard project monitoring and evaluation procedure of UNDP/GEF projects.

The Final Evaluation was performed during the period October 2013 – June 2014, the on-site mission was organized in October - November 2013. The finalization of the evaluation report was postponed till June 2014 in order to incorporate potential approval of the carbon offset programme. However, in early June 2014, the carbon offset programme was not approved.

1.3 Main conclusions, recommendations and lessons learned

The aim of the UNDP/GEF project Greening 2014 Sochi Olympics: A Strategy and Action Plan for the Greening Legacy was to assist organizers of Olympic Games to reach their ambitious goal to host carbon neutral games. The project design was logically structured and covered development of green building standards, strategy, action plan and recommendations for energy efficiency, renewable energy and low-carbon transport to minimize Olympic carbon footprint, development of Sochi carbon offset programme for offsetting of remaining carbon emissions, and public awareness and advocacy.

Unfortunately, the project was initiated, developed, approved by GEF and implemented too late. The developed strategy and action plan (such as the integrated strategy and action plan for low-carbon transport, and energy efficiency and renewable energy recommendations) could not effectively influence Olympic Games because the Olympic Games’ planning phase was practically terminated already in

November/December 2010, when the UNDP/GEF project was approved and signed. At this period Olympic facilities were already in a design and even construction phase.

Already at the project development and approval period in 2009 - 2010, it was obvious that – because of the late timing - the project cannot deliver expected results – effective greening strategy and action plan that would help to reduce carbon footprint of Olympics. However, no action has been implemented by UNDP nor by GEF to adjust the content (objective and outcomes) of the proposed project to a realistic time schedule and/or to cancel the proposed project. Thus recommendations developed by the project could have only negligible impact on actual greening of Sochi Olympics.

The project team revised LogFrame targets in November 2011 and November 2012/early 2013 to better match with the actual Olympic schedule. However, without changing the core of the project - project objective and outcomes, and thus designing practically a new project, the fundamental problem – inappropriate timing - could not have been solved.

During LogFrame revisions the project did not formally change names of project objective and outcomes; however, it did significantly change some of project objective and outcomes indicators and especially their targets. This means that the (names of) project objective and outcomes have not been formally changed, but some of their expected results were significantly changed – however without GEF approval.

Instead of targeting greening strategy and action plan for Sochi Olympics, the focus of the project implementation shifted after second revision of the project LogFrame in November 2012 primarily to greening legacy: transfer of carbon footprint assessment know-how and climate change awareness raising activities – without formal approval of changes in project objective and outcomes targets. However, in practical terms, this refocus of the project was perhaps the best possibility – except for project cancellation – how to adjust to delayed project implementation behind the Olympic construction schedule.

The most important project result with potential direct impact on reaching the goal of hosting carbon neutral Olympics Games – 3.2 mil t CO_2 carbon offset programme (originally designed as a 5.1 mil t CO_2 programme) – was prepared by the Ministry of Environment and Natural Resources (MENR) for decision by the Russian government at the end of 2013. The MENR offset programme includes only the total amount of GHG reductions and proposed projects, but no specific details on carbon reporting and verification standards to be used. In early 2014, the Ministry of Environment and Natural Resources updated the carbon offset program to include 3.2 mil t CO_2 only, based on the assessment of Sochi Olympics carbon footprint developed by the Institute of Global Climate and Environment.

Unfortunately, the decision of the Russian government on the carbon offset programme was postponed, and as of June 2014 the government has not approved the proposed 3.2 mil t CO_2 offset programme yet.

Due to late development, approval of the project document, an delayed start of project implementation, the UNDP/GEF project had practically no impact on actual greening of 2014 Sochi Olympics. Without implementation of the 3.2 mil t CO_2 offset programme, the UNDP/GEF project will have practically even no ex-post greening impact on the Sochi Olympics either, and the Sochi 2014 Olympics cannot not be considered as truly carbon neutral event.

The design of the project/project formulation is rated Unsatisfactory.

Although the scope and content of the project *per se* is logical and well defined, it was obvious already at the project development phase that the *timing* for such project is absolutely inappropriate and too late. Both UNDP and GEF project development and approval procedures focused only formally on the scope of the

project but ignored the risk of improper timing. No action has been adopted by UNDP nor by GEF at the project development phase either to cancel the project or to significantly redesign its objective and focus.

Because – due to late timing - it was impossible to deliver expected results outlined in the Project Document, and this was clear already at the project design phase, the project design is rated Unsatisfactory.

Performance of the project team is rated Moderately Satisfactory.

The project team was bound by the project design and specified project objective and outcomes. Within these limits, the project team formally delivered most of expected results, although their utilization and effective impact on greening Sochi Olympics was very limited. The project team delivered several additional results in order to strengthen the project impact.

Despite the eight months additional delay in effective project start (primarily due to delays of MENR in appointing National Project Director) and,

The overall performance of the project team is rated Moderately Satisfactory due to implementation delays, including additional few months delay in finalizing and publishing project reports, Carbon Handbook and Climate Box at the end of the project.

Overall project rating is Unsatisfactory because the project did not and could not deliver expected results due to late timing. As of June 2014, four months after hosting Olympic Games, the key project deliverable, the carbon offset programme, has not been approved by the Russian government.

Note: The overall project rating does not evaluate performance of the project team only, but it takes into account feasibility of project design and its timing, impact and sustainability of project results that depend also on third-parties, the Russian government in this case, and other factors described in this report.

Table 4: Summary Project Rating (as of June 2014, off-set program not approved)

	Rating
Project Formulation	
Logical Framework	**U**
Lessons from other projects incorporated	**MS**
Planned stakeholder participation	**HS**
Replication approach and sustainability strategy	**MU**
UNDP (GEF) comparative advantage	**MS**
Linkages between project and other interventions	**HS**
Management arrangements	**S**
Project Implementation	
Project implementation and adaptive management	**MS**
Partnerships arrangements	**HS**
Monitoring and evaluation	**S**
Feedback from M&E used for adaptive management	**U**
Financial planning and management	**HS**
Management by the UNDP office	**S**

Management by the Implementing Partner (MENR)	**MS**
Project Results	
Overall results and attainment of objectives	**U**
Relevance	**R**
Effectiveness	**U**
Cost-effectiveness/efficiency	**U**
Country ownership	**MU**
Project impact	**N**
Sustainability	**MU**
Performance of Project Team	**MS**
Overall Project Rating	**U**

Rating scales:
HS – Highly Satisfactory, S – Satisfactory, MS – Moderately Satisfactory, MU – Moderately Unsatisfactory, U – Unsatisfactory, HU – Highly Unsatisfactory
Relevance: R – Relevant, NR – Not Relevant
Sustainability: L – Likely, ML - Moderately Likely, MU - Moderately Unlikely, U – Unlikely
Impact: S – Significant, M – Minimal, N - Negligible

Main lessons learned:

- The project was developed, approved and implemented too late, after Sochi Olympic planning phase was practically terminated, and thus the project could have only negligible impact on effective greening of Sochi Olympic facilities, especially as construction activities were already underway once the UNDP/GEF project started.

- Although it was obvious from the very beginning that the project was identified, developed, submitted for GEF approval, approved and implemented too late to be able to deliver project objective, the project was not stopped or substantially redefined. Both UNDP and GEF project development and approval procedures focused only formally on the scope of the project but ignored the risk of improper timing of project implementation.

- The scope and content of the project itself was well defined and relevant, it was the timing of project development and implementation that was inappropriate. Should the project be identified, developed, approved and implemented early enough so that it could have realistically influenced planning for Sochi Olympics, it could deliver expected project objective.

- The project hired leading local and international experts as well and succeeded to collect and transfer to Russian counterparts the best international practice in carbon footprint assessment and carbon offsetting.

- The project design had ambitious scope of work but very limited time frame for implementation – only 2 years. It was not realistic to expect that the whole project could have been implemented within two years only.

- The project set up and maintained very informative project web site and published practically all relevant project results and reports online.

- The GEF project development phase lasted more than 1.5 year for originally planned 2 year project. This is disproportionally too long period and it suggests, that the GEF project development procedure is not effective at all and the whole GEF project development process should be changed, shortened and become less costly. The UNDP/GEF project development and approval procedure is disproportionally lengthy, expensive but still rather formal – and it does not address core risks of proposed project, including proper timing.

- The wording of the Request for GEF CEO Approval suggests that the motivation for designing this project was to gain international visibility of the UNDP/GEF at the Sochi Olympics. The Request for CEO Approval states that "*the project will use the Sochi Olympic Games as an opportunity to showcase the GEF's contribution to addressing global environmental challenges* and the Russian efforts in leasing the greening legacy of the Sochi Olympics", and *"… Green Games Legacy Campaign acknowledging and promoting the roles of UNDP, GEF …"* in the public outreach component. This might have been also a reason why the project was not stopped when it became evident that it is far behind the Sochi Olympic time schedule and that the project will not be able to deliver expected results.

Summary of key recommendations:

- Work right up to the end of the project with the MENR and the Government to understand that without approval of additional carbon offset programme (3.2 mil t CO_2) Sochi Olympic Games cannot claim to be truly carbon neutral according to the best international standards.

- Integrate proper project timing evaluation into the project development and approval system at both the UNDP and GEF, including effective independent evaluation of project idea at the very early stage of project identification. The project approval system should not focus on content of the project and its objective only, but it should integrate proper timing as well. Proper timing is a critical factor for all development projects.

- Strengthen independent internal UNDP evaluation of project proposals (including proper project timing, appropriateness for the country development stage etc.) at the very early phase of their development/identification – before development (or contracting for development) of project document.

- Eliminate project implementation periods without appointed project manager. Initiate Project Manager hiring process already before the actual start of project implementation period.

- UNDP/GEF projects should hire as a standard full-time project managers for project implementation (in case of hiring individuals/physical persons). In most cases effective project implementation requires full availability of project manager.

- Arrange for the project web site and published documents to be uploaded as soon as possible after the start of the project and to remain online even after project termination, arrange for visibility and possibility for downloading key project results – Carbon Handbook and Climate Box, etc. Ensure that such key outputs are also available on UNDP Corporate website.

2. Introduction

2.1 Purpose of the evaluation

This terminal evaluation has been performed on a request of the UNDP Project Support Office, Russian Federation, as a standard mandatory requirement of all UNDP/GEF projects. The terminal evaluation mission took place in Sochi and Moscow in the period between October 27 and November 4, 2013.

The objective of this evaluation is to assess the achievement of project’s objective, the affecting factors, the broader project impact and the contribution to the general goal/strategy, and the project partnership strategy. It also provides the basis for learning and accountability for managers and stakeholders and for providing important lessons learned which can be applied to the design of future UNDP projects which aim to remove barriers to energy-efficiency.

According to the GEF and UNDP/GEF Monitoring & Evaluation Policies, the 2009 Handbook on Planning, Monitoring and Evaluating for Development Results, the terminal evaluation has four objectives:

i. Monitor and evaluate results and impacts;
   Analyze and evaluate effectiveness of the results and impacts that the project has been able to achieve against the objectives, targets and indicators stated in the project document;

ii. Provide a basis for decision making on necessary amendments and improvements;
   Assess effectiveness of the work and processes undertaken by the project as well as the performance of all the partners involved in the project implementation;

iii. Promote accountability for resource use;
   Provide feedback and recommendations for subsequent decision making and necessary steps that need to be taken by the national stakeholders in order to ensure sustainability of the project’s outcomes/results; and

iv. Document, provide feedback on, and disseminate lessons learned.
   Reflect on effectiveness of the available resource use; and document and provide feedback on lessons learned and best practices generated by the project during its implementation.

2.2 Scope and methodology of the evaluation

The methodology used for the project final evaluation is based on the UNDP/GEF Monitoring & Evaluation Policies and includes following key parts:

I. Project documents review prior to the evaluation mission
II. Evaluation mission and on-site visits, interviews with project management, UNDP CO, project partners and stakeholders, national and international project consultants, as well as with independent experts.

III. Drafting the evaluation report and ad-hoc clarification of collected information/collection of additional information
IV. Circulation of the draft evaluation report for comments
V. Finalizing the report, incorporation of comments

2.3 Key issues addressed

The following key issues have been addressed in the final evaluation:

Relevance of the project with national development priorities, and its appropriateness,
Effectiveness of the development project and partnership strategies,
Contribution and worth of the project to national development priorities
Key drivers and success factors enabling successful, sustained and scaled-up development initiatives, alternative options and comparative advantages of UNDP
Efficiency – cost-effectiveness of funds spent to reach project objectives and results
Risk factors and risk management strategies
Sustainability - level of national ownership and measures to enhance national capacity for sustainability of results
Impact of the project implemented on human development

2.4 Structure of the evaluation report

This final evaluation report follows the structure specified in the Terms of Reference (see Annex 6: Final evaluation TOR) and the structure of the evaluation recommended by the 2012 "Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects".

3. The Project Description and Development Context

3.1 Project start and its duration

The Project Identification Form (PIF) was submitted to GEF on July 21, 2009, resubmitted in August 2009, and approved by GEF on September 15, 2009.

The Project Request for Project Preparation Grant (PPG) was submitted on July 21, 2009 with a scheduled project preparation timeframe August till December 2009. Total PPG budget was 125 000 USD, of which 55 000 USD was requested from GEF. GEF approved the PPG on September 15, 2009.

Request for the project approval was submitted to GEF on June 3, 2010, and resubmitted on September 29 and November 9, 2010, and approved by GEF CEO on November 23, 2010.

Project Document was signed by UNDP and the Ministry of Natural Resources and Environment of the Russian Federation in December, 2010.

The project was designed to be implemented within two years, between January 2011 and December 2012. In November 2012 the project was extended till March, 2014 (after staging of Olympic and Paralympic games), and in March 2014 the project was extended by other three months till June 30, 2014.

Actual project implementation period of originally planned two-year project lasted in total 3 years and 6 months.

The whole project identification and preparation period (of originally designed two-year project) lasted 1.5 year, from mid 2009 till the end of 2010.

3.2 Problems that the project sought to address

The XXII International Winter Olympic and Paralympic Games held in Sochi in February and March 2014 were designed with an ambitious goal to minimize environmental footprint and for the first time in the history also to compensate for the direct carbon footprint not only of the Organizing Committee own carbon footprint, but also that of the flights of spectators and media representatives (Bid Book, 2006).

A massive investment into new green-field sport infrastructure, visitor and accommodation facilities, power supply and transport infrastructure and environment protection were planned. The Russian Government was committed to demonstrate adherence to international environmental standards and state-of-the-art energy efficiency technologies in the course of the event.

However (as stated in the Request for CEO Approval), “over the first years of the preparations to the event (2007-2009) a number of barriers became evident that may hamper effectiveness of this effort”. These barriers mainly involved:

(i) lack of experience, know-how and capacities at the local and national level and

(ii) lack of a coordinated interagency strategy and planning focusing on environmental and particularly climate change agenda.

3.3 Immediate and development objectives of the project

The Project objective is to produce a Greening Strategy and Action Plan for the 2014 Winter Olympics in Sochi.

The project will develop greening recommendations and action plans in six specific sectors. By introducing an early climate change planning the project will help set up "carbon neutral" event and unleash the potential for GHG emission reduction during preparation to and convening the Sochi Olympics. In doing so the project will come up with an integrated programmatic approach (a set of project proposals) for the greening of the Sochi Olympics.

Integrated approach to carbon management and GHG mitigation for the Sochi 2014 Winter Olympics will be developed in the following six sectors:

- Building and construction
- Efficient energy supply and consumption
- Renewable energy applications
- Sustainable Transport
- Carbon management and offsetting
- Engagement of sponsors, partners, suppliers, participants and visitors

3.4 Main stakeholders

The main project partner is the Ministry of Natural Resources and Environment of the Russian Federation that serves as an Implementing Partner.

Other key project stakeholders identified in the Project Document include:

- Ministry of Energy of the Russian Federation
- Ministry of Regional Development of the Russian Federation
- Ministry of Sports, Tourism, and Youth Policy
- Ministry of Transport of the Russian Federation
- Federal Agency of Technical Regulations and Metrology
- Federal Supervisory Office of Consumer Rights Protection and Human Welfare
- Federal Supervisory Office for Environmental, Technological and Nuclear Industry Issues (Rostekhnadzor)
- Federal Service for Hydrometeorology and Environmental Monitoring (Roshydromet)
- International Olympic Committee (IOC)
- Russian Olympic Committee (ROC)
- regional government, Krasnodar Kray Administration
- Sochi 2014 Organizing Committee (SOOC)
- Olympics Transport Directorate
- Sochi municipality
- private sector companies involved in infrastructure development in Sochi: SC Olympstroy, Glavstroy – Management CJSC, Basic Element company LLC, Shaneco Group CJSC, Technoprom, ICF Eco (NGO)

- Power utilities Holding Company "MRSK", Kubanenergy
- UNEP
- Russian environmental NGOs: Russian Green Building Council, International Academy of Sport, Science and Technology, Greenpeace Russia, Independent Environmental Rating Agency, WWF
- Institute of Global Climate and Ecology
- Nizhegorodsky State University

3.5 Results expected

Two key expected project results were:

1. Greening Strategy and Action Plan for the 2014 Winter Olympic Games in Sochi that includes:
   - green building standards,
   - energy efficiency in energy end use and energy supply,
   - increased utilization of renewable energy,
   - low carbon transport,
   - Sochi carbon offset programme, and
   - public awareness, advocacy and outreach programme.

and

2. Sochi Carbon Offsets Programme

All expected project results as specified in the Project Document and revised in the 2012 LogFrame are summarized below in a form of Outcome and Output overview. ~~Crossed text~~ indicates deleted original ProDoc wording, <u>underlined text</u> indicates newly added wording in the LogFrame revision.

Outcome 1: Green building standards
An Action Programme for introducing green standards for Sochi Olympics construction and further replication

Output 1.1	~~Training~~ programme on green building practices for Olympstroy and other agencies involved in Olympic construction <u>Development of proposals for inclusion of carbon components in the green building standards and for introduction of the carbon reporting standards in Russia</u>
Output 1.2	Public outreach including identification and development of flagship green building projects within the Olympic Venues
Output 1.3	Feasibility study and action plan for further cost-effective GHG mitigation in venue planning, construction and operation phases
Output 1.4	Model TOR for public procurement incorporating green standards

Outcome 2: Energy efficiency and power planning
Integrated Strategy and Action Plan for energy Efficiency

Output 2.1	Inventory of planned heat and power supply and demand infrastructure
Output 2.2	Compendium of EE solutions for heat and power supply and consumption
Output 2.3	Interagency EE committee for preparation to and convening the Olympic Games

Output 2.4 Design of the Action Plan for CC mitigation through power planning and energy efficiency with specific recommendations for low-carbon solutions for the Olympic investment projects

Outcome 3: Renewable energy technologies
Reducing GHG emissions through increased application of renewable energy technologies at 2014 Olympics

Output 3.1 Compendium of renewable energy solutions
Output 3.2 Inventory of existing and planned power supply and construction infrastructure which accommodates renewable energy sources
Output 3.3 ~~Feasibility study and financing plan with specific~~ Recommendations for renewable energy solutions (solar, wind, hydropower) for the Olympic investment projects
Output 3.4 Guidelines and methodologies for assessing regional potential, feasibility and investment planning and increasing the use of renewable energy sources for the Games

Outcome 4: Low carbon transport
An integrated strategy and action plan for reducing GHG emissions from transport during preparations and convening of the Olympics

Output 4.1 Travel demand survey
Output 4.2 Compendium of alternative transport solutions and technologies including zero-emission transport for Olympics
Output 4.3 Integrated planning for reducing GHG emissions from transport with specific recommendations for low-carbon solutions for the Olympic investment projects
Output 4.4 Training for municipal authorities and state agencies on integrated transport planning

Outcome 5: Carbon offsets
Sochi Carbon Offsets Programme

Output 5.1 Establishing a GHG inventory and tracking system including a baseline (Sochi regional 2007 emissions and 2014 projections) and a tool to monitor the emissions caused by the event
Output 5.2 Review of international best practice and feasibility study for Sochi Carbon Offset programme
(Study on) Russian export carbon intensity and risks associated with lack of reporting capacity
Output 5.3 Outreach programme and leveraging partnerships for the implementation of the programme

Outcome 6: Public awareness and advocacy strategy
A comprehensive public awareness, advocacy and outreach programme

Output 6.1 Stock taking of awareness and outreach tools for large international events greening
Output 6.2 Building partnerships with key players, private sector, media
Output 6.3 Outline of a coordinated interagency campaign on Climate Change and Greening Legacy
Output 6.4 ~~"Greening of the Sochi Olympics" programme outlined on the Sochi Olympic games website and on project website and updated regularly~~
Website integration

Specification of Outputs has not been changed significantly. Updates introduced by the 2012 LogFrame revision basically just clarified and/or extended some of project outputs.

However, the 2012 LogFrame revision introduced more significant changes in project target specification, including changes in project objective and outcome targets. This is discussed in detail in Chapter 4.2.4. and Annex 1: Revised LogFrame.

The Project Document specified key project success indicators (project objective and outcomes targets) – see below – including 10% reduction in energy demand and GHG emissions, 20% share of renewables, and 20 mil USD leveraged financing. However, these specific numerical targets have been removed after 2012 LogFrame revision, and thus expected results of project objective and outcomes have been significantly changed without GEF approval.

Environmental success indicators specified in the ProDoc

- 10% reduction in lifecycle GHG emissions associated with Olympic venue buildings included as a target within the Sochi 2014 Climate Neutral Games Action Plan
- 10% reduction in lifecycle GHG emissions associated with regional transport systems included as a target within the Sochi 2014 Climate Neutral Games Action Plan
- Uptake of 2-3 demonstration projects for EE and RE measures to Olympic venues as a direct result of project activities by the end of the project. (USD 10 million additional financing leveraged.)
- USD 20 million total financing leveraged for GHG mitigation measures and projects as a direct result of project activities by the end of the project.

Energy demand success indicators

- 10% reduction of design energy requirements of venue buildings (kWh/m2.a) beyond 2007 building code by end of project
- Minimum target of 20% energy supplied by new renewable energy sources for planned facilities

Monitoring and reporting success indicators

- Sochi 2014 Climate Neutral Games Action Plan prepared by end of first project year
- Preliminary carbon impact assessment of the Sochi 2014 Games by end of project
- GHG monitoring and reporting mechanism established by end of project
- Traffic management system considering environmental impact by end of first project year

4. Findings

4.1 Project design and formulation

4.1.1 Analysis of logical framework (project logic/strategy, indicators)

The LogFrame Outcomes and Outputs in the ProDoc (see Annex 2

Annex 2) has been logically defined and structured. The LogFrame defines for each project objective, outcome and output an indicator, baseline, target, source of verification and assumptions.

Targets in the ProDoc were in principal designed according to SMART criteria (Specific, Measurable, Achievable, Relevant and Time-bound), except for "A" – Achievable, because of late timing of the project, when Greening Strategy and Action Plan could hardly be of any use for actual Olympic construction (see below).

In some cases specification of project outputs, indicators and targets are rather disparate. For example Output 4.4 is defined as "Training on Integrated Transport Planning", indicator is a "Number of trained participants", and the target is "Framework for sustainable legacy on low-carbon transport facilities". The wording of the target does not seem to correspond with specification of the indicator, nor output.

The 2012 LogFrame revisions are discussed in Chapter 4.2.1 Project implementation and adaptive management.

The LogFrame and its targets are very ambitious and could have been hardly fully implemented within originally planned two year project implementation period.

More importantly, given the fact that the project was signed in December 2010, and the implementation started officially only in January 2011, three years before Olympics, when Olympic facilities were already in a design and even construction phase, *it was obvious already at the time of project approval by GEF CEO and ProDoc signature that the project objective and targets cannot be realistically achieved*.

The project objective is to produce Greening Strategy and an Action Plan which are documents useful only when developed and available already in early planning phase of the Olympics. When Olympic facilities were already being designed or even under construction, it was too late for developing Greening Strategy and Action Plan. The Olympic Bid Book was submitted by Russia in 2006 to the IOC, and the IOC selected Sochi to host Olympic Games in 2007. Already during the project development phase in 2009-2010, ie. three years after Sochi was granted the privilege to host Olympic Games, design and even construction of Olympic facilities were well under way and it was obvious that a UNDP/GEF project and its Greening Strategy and Action Plan cannot be implemented in a proper time so that they could be effectively used by the SOOC and other stakeholders.

The factor of proper project timing was heavily underestimated in the project identification and development phase.

The improper and late timing of this UNDP/GEF project significantly influences the evaluation and rating of project objective and the whole LogFrame specification.

As described above, the LogFrame itself was relatively well defined, however taking into account the late timing of the project, the attainability, actual effectiveness and realistic impact of project objective and outcomes has been significantly undermined already at the very beginning of the UNDP/GEF project identification and design.

4.1.2 **Assumptions and risks**

The Project Document identified seven key assumptions and six main project risks, estimated its likelihood and proposed remedial actions – see Table 5 bellow.

Two out of six identified risks ("planning and implementation schedule restrictions" and "delays at project start") do relate to the risk of late and improper project timing, in both cases the likelihood was estimated to be medium.

The risk of improper and late timing of project implementation was heavily underestimated. It was clear already at the project development phase that it is too late for effective utilization of a Greening Strategy and an Action Plan, even if they both were available immediately at the project launch.

The wording of remedial action suggests that authors of the Project Document were well aware of the late project timing. Rather than addressing the project objective "Sochi 2014 Greening Strategy and Action Plan", the remedial action highlighted the Olympic legacy – see risk three: "*Delays … mean decisions regarding new construction of buildings and traffic will have already been made"*, and proposed risk remedial action *"Project is aiming at setting up sustainable Olympics Legacy for post 2014 low carbon development therefore its major longer-tem recommendations and strategies will remain timely"*.

Risk remedial actions were not defined to mitigate risks of not achieving the project objective – the Greening Strategy and Action Plan for the 2014 Winter Olympics in Sochi, because it was impossible to mitigate the risk of what already was obvious – late launch of the UNDP/GEF project. Nor was the project objective revised to be more realistic. Instead, the remedial action suggested focusing on Olympic legacy rather than on ambition to develop and utilize Sochi 2014 Greening Strategy and Action Plan, and thus it resigned from the project objective, although the specification of project objective remained unchanged.

Table 5: Risk and risk management as of Project Document

Risks	Likelihood	Remedial Action
Preparations for the 2014 Olympics cannot accommodate environmental components because of planning and implementation schedule restrictions	Medium	GEF project has identified key areas of intervention to provide effective results. Project builds on environmental commitments and national policies.
Inadequate financial capacity to realize energy efficiency and renewable energy measures in Olympic investment projects.	Medium	GEF project builds on financial and infrastructure commitments outlined in Olympic bid and national legislation.GEF project supports best practice to engage private sector investment through sponsorship.
Delays at project start mean an increasing number of the major decisions regarding new construction of buildings and traffic will have already been made	Medium	All parties are willing to move fast on this project. UNDP Russia is prepared to begin procurement procedures as soon as the project is approved. Project is aiming at setting up sustainable Olympics Legacy for post 2014 low carbon development therefore its major longer-tem recommendations and strategies will remain timely.
Low market availability and high costs of energy efficient and renewable energy technologies may discourage implementation in Olympic investment projects	Low	GEF project supports identification of cost-effective technologies and brings best practice examples from previous events. The project will engage energy efficient and renewable energy firms to support through sponsorship based on best practice examples.

Reluctance of private sector to engage in offset and sponsorship programmes	Low	The high value and exposure of private sector participation shall be promoted according to international best practice. Carbon management and offset programmes developed early to encourage engagement. High international profile and visibility of the event will provide important opportunities and encourage private sector to engage.
Inadequate transparency and quality of carbon mitigation and offset projects creates poor public image for climate neutral agenda	Low	GEF project builds supports transparent carbon management by identifying boundaries and targets at an early stage.

Project risks were well identified, however significantly underestimated (risk of improper timing), and suggested remedial actions were not sufficiently effective to avert the risk (including potential termination of the project).

4.1.3 **Lessons from other relevant projects incorporated into project implementation**

Typical UNDP/GEF projects take usually years rather than months to prepare (from project identification till project document signature), although recently the project development phase was shortened. And quite often the actual effective launch of the project is delayed couple months after official ProDoc signature, although not always. This project was no exception. The project development phase from the project identification till ProDoc signature lasted more than 1.5 years. For an originally planned two-year project this is disproportionally far too long, however not unusual for UNDP/GEF projects. This time constraint, rather typical for development of UNDP/GEF projects, was not taken into account when planning for this project.

One of the strong motivations for preparation of this project, although not explicitly formulated, was an ambition to achieve exceptional visibility for the UNDP/GEF project when associating with a world sport event such as Winter Olympic Games. See the target *"… Green Games Legacy Campaign acknowledging and promoting the roles of UNDP, GEF …"* in the public outreach component.

This motivation was probably a decisive factor when identifying and developing the project although it was obvious already at that time that the project objective of Sochi 2014 Olympics Greening Strategy and Action Plan cannot be effectively implemented.

UNDP has extensive experience with climate change mitigation strategies, including energy efficiency and renewable measures and low-carbon transport. It has also experience from working with large international one-time events such as Olympic Games (donation of electricity powered buses for 2008 Olympics in Beijing), 2010 World Expo Shanghai (demonstration of fuel cell buses), 2010 Commonwealth Games in India (Low carbon campaign), 2010 South Africa FIFA World Cup (Sustainable public transport and sport) and 2013 Russia Summer Universade Games (reducing GHG emissions from road transport).

Experience and expert know-how of UNDP from low-carbon strategies, implementing energy efficiency and renewable projects, and carbon trading were properly applied in the Project Document, which has a good quality from this point of view.

The project time planning experience from other UNDP/GEF projects, and the need for appropriate project timing was not taken into account in this case and/or was underestimated.

4.1.4 Planned stakeholder participation

The main project partner is the Ministry of Natural Resources and Environment of the Russian Federation that serves as an Implementing Partner.

Key project stakeholders include governmental ministries and agencies, Sochi Olympic Organizing Committee (SOOC), Sochi municipality and SC Olympstroy.

Key project stakeholders identified in the Project Document include:

- Ministry of Energy of the Russian Federation
- Ministry of Regional Development of the Russian Federation
- Ministry of Sports, Tourism, and Youth Policy
- Ministry of Transport of the Russian Federation
- Federal Agency of Technical Regulations and Metrology
- Federal Supervisory Office of Consumer Rights Protection and Human Welfare
- Federal Supervisory Office for Environmental, Technological and Nuclear Industry Issues (Rostekhnadzor)
- Federal Service for Hydrometeorology and Environmental Monitoring (Roshydromet)
- International Olympic Committee (IOC)
- Russian Olympic Committee (ROC)
- regional government, Krasnodar Kray Administration
- Sochi 2014 Organizing Committee (SOOC)
- SC Olympstroy (State corporation on construction of Olympic venues and development of Sochi as a mountain resort)
- Olympics Transport Directorate
- Sochi municipality
- private sector companies involved in infrastructure development in Sochi: SC Olympstroy, Glavstroy – Management CJSC, Basic Element company LLC, Shaneco Group CJSC, Technoprom, ICF Eco (NGO)
- Power utilities Holding Company “MRSK”, Kubanenergy
- UNEP
- Russian environmental NGOs: Russian Green Building Council, International Academy of Sport, Science and Technology, Greenpeace Russia, Independent Environmental Rating Agency, WWF
- Institute of Global Climate and Ecology
- Nizhegorodsky State University

Project stakeholders identified in the Project Document represent relevant and diverse group of organizations.

4.1.5 Replication approach and sustainability strategy

The “Greening 2014 Sochi Olympics: A Strategy and Action Plan for the Greening Legacy” project is targeted at rather unique high level international sport venue that is by definition a “one-time” event organized once in four years in different countries. Russia hosted Summer Olympic Games 34 years ago, in 1980, and in Sochi were held the first Winter Olympic Games in Russia.

The replication potential of a greening project related to such a large and unique one-time sport event is of course limited. The project estimated the experience gained during this UNDP/GEF project can be replicated in organizing next international sport events held in Sochi, Russia and internationally, such as UEFA and FIFA football championships, Formula 1 Grand Prix races, and other popular and mass sport events.

The project envisaged also that the greening legacy of the Sochi Olympics – thanks to its visibility – may raise awareness and stipulate replication also in other sectors in Russia and thus the Greening Olympics legacy will not necessarily be bound to large (sport) events only.

Locally, the Sochi municipality was estimated to be positioned best for replication of gained up-to-date international practices also in the future by integration of energy efficiency in development plans.

The sustainability strategy is implicitly expected to be driven by the International Olympic Committee and its commitment to promote sustainable benefits of Olympic Games as outlined in its Environmental Strategy.

Replication and sustainability has been derived from the actual nature of the project. No additional specific replication and sustainability strategy has been designed.

4.1.6 UNDP (GEF) comparative advantage

UNDP has demonstrated implementation and expert know-how skills and experience in implementation greening and low-carbon strategies. UNDP has also previous experience from working with Olympic Committee. In 2008, UNDP/GEF project supported demonstration of fuel cell buses and donated four electricity-powered buses to the Beijing Summer Olympic Games.

Long preparation period of GEF projects on the other hand limits the flexibility of UNDP to prepare quickly the project on time and assure financing from GEF.

In comparison, UNEP worked with Olympic Committees in Athens 2004, Torino 2006, Beijing 2008 and Vancouver 2010, and has partnered with the Sochi Olympic Organizing Committee to develop similar type of project – An Environmental Strategy for hosting Olympic Games in Sochi. The UNEP project was signed and launched already in June 2009, ie. two years after Sochi won the bid to host 2014 Winter Olympic games, and 4.5 years before actual staging of the games. UNDP/GEF project officially started in January 2011, ie. 1.5 year later, and 3.5 years after Sochi won its bid, and three years before staging the Games, ie. in the beginning of the second half of Olympics preparatory period. Through early engagement of UNEP in Sochi Olympic Games preparation, UNEP was successful in influencing the planning process and implementation of the Environmental Strategy. UNEP provided the Sochi Olympic Organizing Committee with advice and technical support on the environment in relation to the planning and the staging of the Games, and UNEP also undertook two independent environmental reviews prior to and following the culmination of the Games.

The UNDP/GEF project was designed to complement the UNEP project. UNEP focused on the overall environmental impact, the UNDP/GEF project was designed to focus on specific part of environment, primarily on carbon footprint and impact, and on energy efficiency and renewables.

4.1.7 Linkages between the project and other interventions within the sector

The ambitious goal of the 2014 Sochi Winter Olympic Games to minimize environmental footprint and for the first time in the history also to compensate for the direct carbon footprint not only of the Organizing

Committee own carbon footprint, but also that of the flights of spectators and media representatives[1] is supported by the Russian climate change policy and policies to improve energy efficiency and increase share of renewables. However, the scope of carbon footprint to be offset was not specified in that time yet.

Energy efficiency has been named, by the President and the Government of the Russian Federation, as one of the eight priorities for the future development. The Presidential Decree (June 2008) "On Certain Measures for Increasing Energy and Ecological Efficiency of Russia's Economy" sets out targets for reducing energy intensity of the national economy.

Russia's Energy Strategy for the period until 2020 identifies energy efficiency as one of the main strategic objectives.

The 2009 Law on Energy Saving and Energy Efficiency provides the policy background for market transformation. It includes a schedule for energy efficient class labelling of appliances (by 2011) as well as requirements for water, electricity, gas and heat meters at the building and apartment levels (by 2012.) It also restricts the sale of incandescent bulbs, progressively removing them from the market by the year 2014.

The national Climate Doctrine released in April 2009 outlines national climate policy and prioritizes climate change mitigation.

In January 2009, the Government issued an Order on the accelerated development of renewable energy sources for the period until 2020; the order sets specific policy targets for increase in electricity generation from renewable sources (up-to 4.5% by 2020).

National Olympics Organization Committee with the Ministry of natural resources and environment of the RF are responsible for ensuring that best environmental sustainability standards are demonstrated at the Sochi Olympics.

Sochi 2014 Environmental Strategy has been developed in 2009 by the national Olympics Organization Committee to integrated major environmental commitments of the government.

4.1.8 **Management arrangements**

The designed management arrangements follow standard UNDP/GEF management practice and requirements.

The main role of the Project Steering Committee is to oversee project implementation and provide strategic leadership in project implementation. The Project Steering Committee was designed to consist of senior beneficiaries, senior suppliers and the national implementation partner.

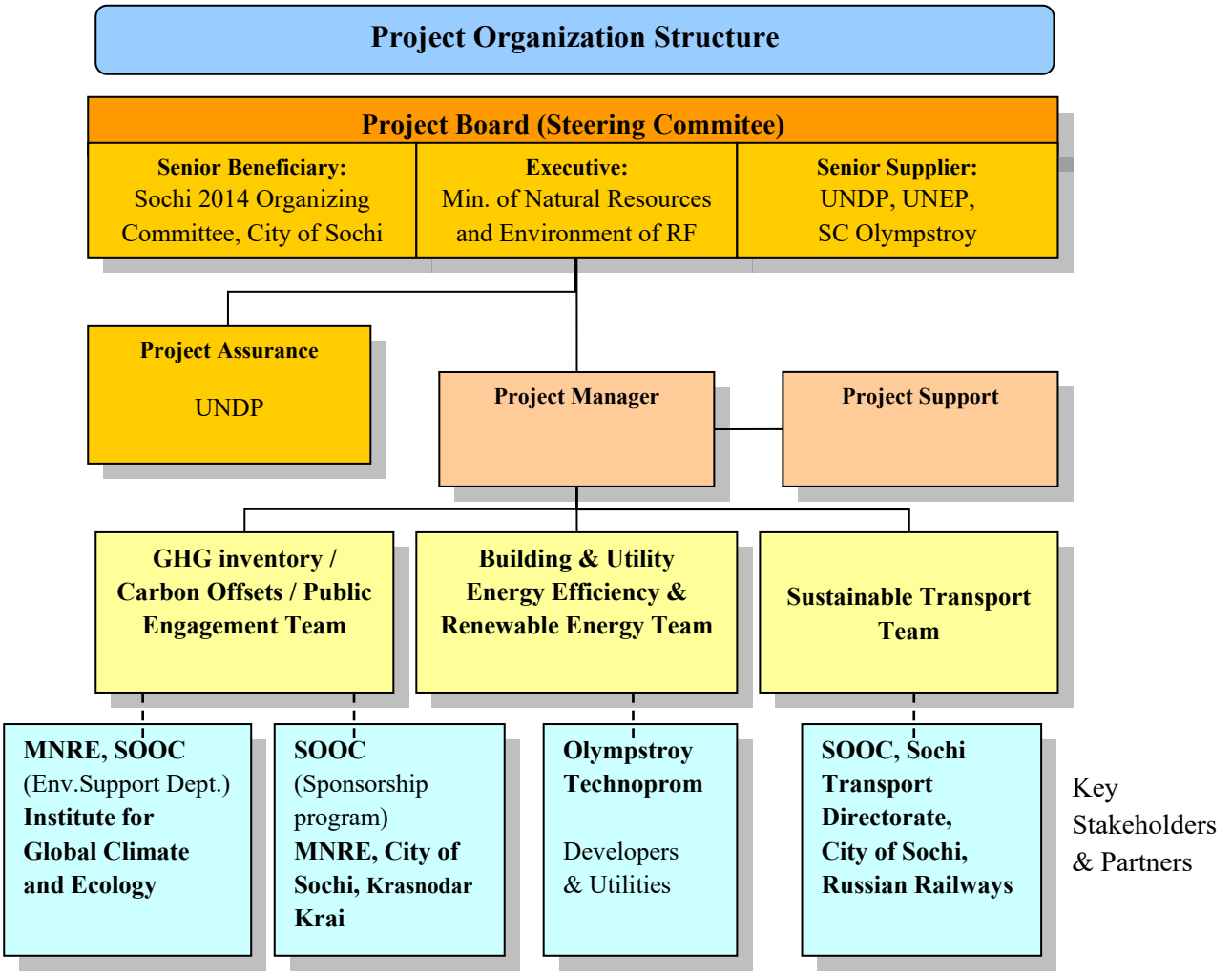
The Steering Committee held three annual meetings on November 17, 2011, November 30, 2012, and on October 23, 2013, and consisted of the following members:

[1] "The Sochi 2014 carbon footprint will be calculated based on power use from the time the Games are won through the post-Games shut-down phase. Quantification will be based on current July 2007 usage levels and projections for new facilities built for Games time. Quantification will encompass all utilised power, including use of electricity, and all air and ground transport. Emission reduction credits will be used to offset the remaining carbon footprint to reach a carbon-neutral status.", Sochi 2014 Candidate City, Gateway to the Future, Volume 1, «The Bid Book», page 75, http://doc.rero.ch/record/23123?ln=en

Ms. V. R. Venchikova, National Project Director, Chairperson of the Steering Committee, Ministry of Environment and Natural Resources
Ms. E. V. Korol/Mr. I Ruslan, Ministry of Regional Development
Ms. N. E. Olofinskaya, UNDP
Mr. John O´Brien, Regional Technical Advisor, UNDP
Mr. V. V. Moshkalo/Mr. Nick Nuttall, UNEP
Ms. I. Komissarova, SOOC – Sochi Olympic Organizing Committee
Ms. E. I. Nosacheva/Mr. G. Vatlesov, SC Olympstroy
Mr. S. M. Sanin, Krasnodar Kray regional administration
Mr. Y. Chesnokov, Sochi Municipality

The National Implementing Partner, the Ministry of Environment and Natural Resources, nominated six months after project start the National Project Director, who chairs the Steering Committee and represents interests of the government/ministry.

Chart 1: Project Organization Structure



Since January 2013 a small project team consists of the full-time Project Manager (Mr. Sergey Tambiev) who coordinates project activities, and part-time Project Assistant (1/3 work assignment) and Project Financial Assistant (1/5 work assignment). At the early phase of project implementation from August 2010 till February 28, 2012, a company System Development Agency, Ltd. had a contract with UNDP for project implementation and the Project Manager (Ms. Svetlana Golubeva) served on a part-time basis.

Actual project activities are performed and reports delivered by external local and international individual experts and organizations on a contractual basis.

The project team receives a regular support from the UNDP Programme Support Office, namely from Mr. Alexander Averchenko, Senior Advisor, Energy Efficiency and Climate Change, from Ms. Natalia Olofinskaya, Head of Office, and from Mr. John O´Brien, Regional Technical Advisor, UNDP Bratislava Regional Centre for technical backstopping and support for annual PIR reviews and monitoring. UNDP office also provides project assurance, assists with project reporting, and provides back-office services.

4.2 Project Implementation

4.2.1 Project implementation and adaptive management

The project implementation officially started in January 2011, however, the actual implementation of a two-year project started effectively with an eight month delay in August 2011 by hiring a project manager.

In January 2011 UNDP published a tender for selection of the National Implementing Organization/Responsible Partner for the project that will perform project management. The bids were submitted by January 28. However, the contract with the winner could not have been signed until the Ministry of Environment and Natural Resources nominated the National Project Director. The Ministry appointed Ms. V. R. Venchikova only on July 6, 2011, and the tender for the National Implementing Organization was finalized on August 11, 2011, when a contract with the System Development Agency was signed and Ms. Svetlana Golubeva started to act as a part-time Project Manager.

At the launch of the project in the third quarter of 2011, 2.5 years before staging of the Olympic Games in February 2014, when most of the Olympic facilities have been already designed and under construction, the project team faced a critical problem that was hardly to be solved: it was too late to effectively achieve project objective and expected results and support and influence planning of Olympic facilities through development of the Sochi 2014 Greening Strategy and Action Plan.

The Inception Workshop was held in Sochi on November 18, 2011 and the Inception Report finalized five months in April 2012. The project used this opportunity to revise project LogFrame in order to justify to the delayed launch of the project implementation. The timeframe for targets was revised and postponed, and targets that could not be implemented were updated and/or removed (such as removing the target to develop feasibility study, and Output 2.3). The project objective to produce Greening Strategy and Action Plan for the Sochi 2014 Olympics was not changed, because this would mean in practical terms development of a new project. Although names of project objective and outcomes have not been formally changed, project objective and outcomes targets have been changed in revised LogFrame, and in some cases rather substantially, to reflect the reality of limited potential to influence strategy and ongoing construction of Olympic Games facilities, due to late timing of the project. Changes in project objective and outcomes targets have been approved by the project Steering Committee and the UNDP RTA, however not by the GEF.

The project team had to work within limits of the approved project LogFrame and compromise impact of expected results due to late submission, approval and actual launch of the project with what seemed to be still reasonable and realistic for Greening Legacy of the Olympics. In other words, the project focused more on the Greening Legacy of the Sochi Olympics, rather than to strive to produce expected results only – strategy, action plan and feasibility studies - that could not be fully utilized for Sochi facilities anymore due to late start of the project. It was clear right from the start of the project that the main objective of the project was not going to be able to be met.

The project faced additional risk of delays in 2012. Presidential elections in May 2012 were accompanied with several staff changes in governmental administration that was involved in project implementation and within a period of several months decisions in the governmental agencies were postponed and delayed.

Contracting of the National Implementing Organization for implementation of project management meant that the Project Manager served on a part-time basis. UNDP and the UNDP RTA wanted to accelerate project delivery and engage a full-time project manager. Thus in February 2013 UNDP terminated contract with the Agency of System Development and Ms. Svetlana Golubeva serving as a Project Manager.

In the same time the project was extended by 15 months till the end of March 2014 to compensate for initial delays in start of project implementation and to cover also the period of staging the Olympic Games.

At the second Steering Committee meeting in November 2012 a second LogFrame revision was approved. The changes in the revised LogFrame adjusted several project targets and took into account delays in project implementation. Specific numerical targets of 10% reduction in energy consumption and GHG emissions and 20% share of renewable were removed. Details of the LogFrame revisions are described in Annex 1: Revised LogFrame.

In late 2012 a tender for a full-time project manager was opened and on January 23, 2013 Mr. Sergey Tambiev was appointed to serve as a new full-time Project Manager. The Project Manager was supported by a project assistant, Ms. Antonina Hovanskaya. This small project team worked with external project experts that served on a contractual basis.

The project faced significant delays: the most substantial was the late submission and approval of this project (PIF submission in July 2009), when it was obvious that the project objective cannot be fully delivered. Further 8 months delay occurred at the start of project implementation, mainly because of 6 month delay in appointing a National Project Director by the Ministry of Environment and Natural Resources. Presidential elections in May 2012 caused also some delays on a governmental level. The project implementation was finally extended till the end of June due to delayed delivery of project reports and results.

Due to delayed implementation, the project was forced to implement and did implement adaptive management, and it refocused from developing Greening Strategy and Action Plan mainly on Greening Legacy of the Olympics. The project revised the LogFrame, however, the LogFrame revision was limited so that names of project objective and outcomes would not be changed which would require an additional approval from GEF and practically a new project. However project objective and outcomes targets have been changed significantly without GEF approval. (See Annex 1: Revised LogFrame for more details).

The project implementation approach was significantly limited primarily by the late approval of this project, when Olympic facilities were already under construction and it was already too late for effective implementation of the Greening Strategy and an Action Plan. The significant eight months delay in actual project implementation start further increased the late and improper timing of this project. However, the impact of this delay is much less significant compared to the delayed project development and approval.

Within these limits the project delivered most of revised expected results and some additional ones, primarily in capacity development and greening legacy, however their impact were in some cases reduced due to late delivery. Project results are discussed in detail in Chapter 4.3 Results.

4.2.2 **Partnerships arrangements**

The project worked with a wide range of partners and all key partners from the federal government, Sochi Olympic Organizing Committee, SC Olympstroy and their suppliers, local and regional administration, relevant governmental agencies and not-for-profit organizations.

Overview of key project partners includes:

- Ministry of Natural Resources and Environment of the Russian Federation (MNRE, MinPrirody)
- Ministry for Economic Development of the Russian Federation (MED, MinEconomiky)
- Ministry of Transportation of the Russian Federation

- Ministry of Regional Development of the Russian Federation (MinRegion)
- SC Olympstroy
- Sochi Olympic Organizing Committee (SOOC)
- Sochi Olympic University
- Sochi National Park
- Sochi Transport Directorate
- Sochi municipality
- Krasnodar Krai Administration
- RosHydroMet
- NPO Green Standards
- The Coca Cola Company

The project cooperated also with Dow Chemical Company, which was selected as an official partner of Sochi Olympic Games responsible for offsetting carbon footprint of Olympics. However, the Memorandum of Understanding between UNDP and Dow was not signed, because of controversial history of international environmental impacts of Dow Chemical and the decision of UNDP management that it was not in the interests of UNDP to sign such a MoU. The project provided Dow and Olympstroy with methodology and assessment of Sochi 2014 carbon footprint.

Except for these project partners, the project was successful in bringing to Sochi the best international practice and hired well-recognized international companies and consultants experienced in carbon footprint and carbon offset programmes of large sport events and low-carbon transport strategies including experts who had been involved in the greening of the 2010 London Olympics. The project worked closely also with recognized local consultants and companies which delivered project results themselves and/or supported international consultants, adopted their know-how to local conditions and developed project results based on localized international know-how and local data.

Key international consultants included:

- Mr. Craig Simmons, BestFootForward, The Sustainability Consultants, UK
- Mr. Eric Metalon, Vecteur Carbon, France
- Mr. Paul Taylor, Carbon Trust, UK
- Masterconcept GmbH, Austria (with St. Petersburg office)

4.2.3 **Monitoring and evaluation**

The project has implemented monitoring and evaluation according to the UNDP/GEF practice and detailed monitoring plan described in the Project Document.

Inception workshop was held on November 18, 2011 and a comprehensive Inception Report was developed with updated LogFrame and finalized in April 2012.

The project was subject to standard UNDP/GEF regular project monitoring and evaluation practices. Updated Annual Work Plans (AWP) and overview of project activities implemented have been prepared annually and approved by the Steering Committee. Meetings of the Steering Committee were held regularly once a year.

Project reporting, including Quarterly Progress Reports, Annual Project Reviews (APR)/Project Implementation Review (PIR) have been developed regularly.

The originally planned two-year project was not subject of Mid-Term Evaluation. The final evaluation took place in the period October 2013 – June 2014, the evaluation mission to Sochi and Moscow was held in October – November 2013, four months before the planned end of project.

The project team was in close contact with and subject to practically daily oversight by the UNDP office.

The Monitoring and Evaluation plan was properly designed, sufficiently funded, effectively implemented and results and evaluation reported in PIRs.

4.2.4 Feedback from M&E activities used for adaptive management

The project used monitoring and evaluation for adaptive management and updated project LogFrame at the launch of the project during inception period in November 2011, and for the second time in November 2012. The details of the LogFrame revisions are shown in the Annex 1: Revised LogFrame.

The key reason for LogFrame revisions was the late project approval. Eight months delay in effective start of project implementation after project signature even worsened the overall project delay behind the time schedule of construction of Olympic Games facilities, but it itself was not the critical factor for the project. Even in case the project implementation would start immediately after project signature in January 2011, the project still could not deliver and utilize designed project objective – Greening Strategy and Action Plan – because Olympic planning phase has been terminated already and Olympic facilities were under construction already.

Implemented LogFrame revisions updated timeframe for delivery of some project results, removed some targets that were not possible to utilize anymore for Sochi Olympics (such as feasibility studies), and introduced few more activities. However, the adaptive management did not change substantially the critical core of the project and of the LogFrame – development of the greening strategy and action plan, which could have been meaningfully utilized only during the event planning stage, but not when Olympic facilities were already under construction.

Substantial change of the LogFrame that would address the core problem of the project - its late approval - would need a revision of the project objective and outputs which means redesign of the whole project. Such a major change in LogFrame was not implemented because it would probably mean cancellation of this project and a need for development of an entirely new project.

Implemented adaptive management revised also targets of project objective and outcomes, and thus it changed significantly expected project objective and outcomes results. Although the names of project objective and outcomes were not formally changed, such significant change in expected project results should have been subject of GEF approval, since it changed de facto project objective and outcomes.

4.2.5 Financial planning and management

The original planned budget as of the project document is shown in Table 6.

Table 6: Project Budget as of Project Document [USD]

	2011	**2012**	**Total**	
Outcome 1 Green building standards	105 000	90 000	**195 000**	22 %
Outcome 2 Energy efficiency strategy and action plan	47 000	43 000	**90 000**	10 %
Outcome 3 Renewable energy technologies	75 000	45 000	**120 000**	13 %
Outcome 4 Low carbon transport	55 000	55 000	**110 000**	12 %
Outcome 5 Sochi carbon offset program	40 000	75 000	**115 000**	13 %
Outcome 6 Public awareness and advocacy Strategy	85 000	95 000	**180 000**	20 %
Project Management	45 000	45 000	**90 000**	10 %
Total	**452 000**	**448 000**	**900 000**	100%
	50%	50%	100%	

In 2011 and 2013 new annual budgets has been prepared for the next two years and submitted for approval to the Steering Committee in the form of an Annual Work Plan. These annual budgets as shown in AWPs are summarized in the Table 7.

Table 7: Annual Project Budgets as of AWPs [USD]

	20011	2012	2013	2014
Outcome 1 Green building standards	105 000	90 000	109 082	6 000
Outcome 2 Energy efficiency strategy and action plan	47 000	43 000	43 811	6 000
Outcome 3 Renewable energy technologies	75 000	45 000	53 664	5 000
Outcome 4 Low carbon transport	55 000	55 000	34 805	1 000
Outcome 5 Sochi carbon offset program	40 000	75 000	49 562	5 000

Outcome 6 Public awareness and advocacy Strategy	85 000	95 000	143 885	2 000
Project Management	45 000	45 000	38 034	20 000
Total	**452 000**	**448 000**	**472 842**	**45 000**

Note: The total of annual budgets for years 2011 till 2014 does not make the total project budget because annual budgets have not been fully spent and unused funds were allocated to next years.

Table 8: ProDoc Budget and annual expenditures by project outcomes and years (CDR) [USD]

	ProDoc budget	2011	2012	2013	June 6, 2014	**Total**	% of total	% of ProDoc
Outcome 1	*195 000*	28 929	50 989	91 359	3 122	**174 399**	23 %	89 %
Outcome 2	*90 000*	1 706	38 484	26 534	9 821	**76 545**	10 %	85 %
Outcome 3	*120 000*	3 620	57 716	32 771	10 433	**104 540**	14 %	87 %
Outcome 4	*110 000*	804	73 392	4 708	0	**78 904**	10 %	72 %
Outcome 5	*115 000*	13 594	46 844	25 381	0	**85 819**	11 %	75 %
Outcome 6	*180 000*	876	33 238	90 161	27 118	**151 393**	20 %	84 %
Project Mgmnt	*90 000*	12 519	19 447	46 225	12 853	**90 538**	12 %	101 %
Total	***900 000***	**61 542**	**320 110**	**317 139**	**63 347**	**762 138**	100%	85 %
% of budget	*100 %*	7 %	36 %	35 %	7 %	85%		

The Table 8 shows annual project expenditures by project outcomes for each year of project implementation period as reported in Combined Delivery Reports – Atlas activities 1 – 7 (without UK Knowledge Transfer Fund). In 2014 the data are as per June 6, 2014.

The project had the highest annual expenditure in 2012, within a service period of the first Project Manager, that represents 36% of the project budget. In 2013 the annual expenditure was comparable to the 2012 one and represents 35% of the project budget. In 2011 the expenditures represented only 7% of the budget, because the project effectively started only in August, and expenditures follow contracting and delivery period.

As of June 6, 2014, two payments in total of 45 174 USD are reserved for payment, thus the committed disbursement is 108 521 USD, and the remaining balance is 92 792 USD. Most of the remaining balance is reserved for translation and publishing of Carbon Handbook and Climate Box.

The project has been extended till end of end of June 2014 so that all remaining deliverables will be delivered and published. All remaining project funds are planned to be spent for the remaining work (mostly translation and publishing of the Carbon Handbook and Climate Box by the end of project.

Project results and deliverables are discussed in detail in Chapter 4.3 Results.

4.2.6 **Management by the UNDP and Implementing Partner**

UNDP Project Support Office in Moscow provided the project not only with standard administration support, but it took also active part in project implementation and delivery of project results. Mr. Alexander Averchenkov, Senior UNDP Advisor on Energy Efficiency and Climate Change served as a senior expert/advisor and provided expert advice to the Project Manager. Ms. Natalya Olofinskaya, Head of UNDP Project Support Office provided management support, project assurance, and was also actively involved in delivery of some project components, namely Outcome 6: Public Awareness and Advocacy. Further support for adaptive management and project oversight was provided by Mr. John O'Brien, the UNDP Regional Technical Advisor at the UNDP Bratislava Regional Centre.

After appointment of the National Project Director in July 2011, the communication with the National Implementing Partner became more effective both on an official and informal working levels.

The main management problem was an eight months delay in actual project implementation start. Eight months delay in an originally planned two year project means that one third of the planned project implementation period was wasted. Most of this eight month delay in actual project implementation start (and delayed appointment of the Project Manager on August 11, 2011) was caused by the six month delayed appointment of the National Project Director by the National Implementing Partner – Ministry of Environment and Natural Resources (NPD was appointed on July 6, 2011).

4.2.7 **Co-financing and in-kind contributions**

Planned co-financing as of Project Document consists of following contributions:

Ministry of Natural Resources and Environment of the RF	4 433 000 USD
Krasnodar Kray Administration	1 064 000 USD
SC Olympstroy	2 795 000 USD
Glavstroy Management	4 650 000 USD
Sochi Olympics Organizational Committee (NGO)	575 000 USD
Total:	13 517 000 USD

Table 9: Financial Planning Co-financing

Co financing (Type/Source)	IA own Financing (mill US$)		Government (mill US$)		Other Sources (mill US$)		Total Financing (mill US$)		Total Disbursement (mill US$)	
	Planned	**Actual**	**Planned**	**Actual**	**Planned**	**Actual**	**Planned**	**Actual**	**Planned**	**Actual**
– Grants		0.15[1]				0.123[3]		0.273		0.273
– Credits										
– Equity										
– In-kind			5.497[6]	4.43[2]			5.497	4.43	5.497	4.43
– Non-Grant Instruments										
– Other (parallel financing/cash)					8.020[4]	12.3[5]	8.020	12.3	8.020	12.3
Total		**0.15**	**5.497**	**4.43**	**8.020**	**12.423**	**13.517**	**17.003**	**13.517**	**17.003**

[1] UNDP/Coke Partnership "Every Drop Matters" (Black Sea Box, Climate Box)

[2] Ministry of Natural Resources and Environment of the Russian Federation (cash and in-kind)

[3] UK Government

[4] State Corporation "Olympstroy", Glavstroy Management, Sochi-2014 Organizing Committee

[5] State Corporation "Olympstroy"

[6] Government (MENR and Krasnodar Krai)

Actual co-financing provided was 17.003 mil USD according to official letters of project partners, ie. 3.486 mil USD higher than committed in the Project Document, despite the fact that Glavstroy Management resigned from its co-financing commitment after it realized the project budget (and project co-financing) is lower than expected.

4.3 Results

4.3.1 Overall results and attainment of objectives

Objective: ***To produce a Greening Strategy and Action Plan for the 2014 Winter Olympics in Sochi.***

The project will develop greening recommendations and action plans in six specific sectors. By introducing an early CC planning the project will help set up "carbon neutral" event and unleash the potential for GHG emission reduction during preparation to convening the Sochi Olympics. In doing so, the MSP will come up with an integrated programmatic approach (a set of project proposals) for the Greening of the Sochi Olympics.

Target:

- The package of recommendations that help in the maximum possible reduction of direct GHG emissions related to Olympic development, staging and legacy (operations, building and transport)
- High quality, sustainable offset projects with long-term regional and national impact

Results:

- The project developed set of greening recommendations (see the overview below), however not in an early planning phase of Sochi Olympics, thus the direct impact on facility construction and staging of 2014 Olympic Games was very limited.
- Dow Chemical, the official carbon partner of the 2014 Sochi Olympic Games, adopted an offset programme for a total of 0.52 mil t CO_2 (0.36 mil t CO_2 direct footprint of the SOOC and 0.16 mil t CO_2 estimated footprint of spectators and media travel verified by a third party according to the ICROA Code of Practice). The UNDP/GEF project indirectly supported adoption of this Dow offset programme by providing relevant information, advice and training to the SOOC. However, the total volume of this offset programme adopted by Dow is only about 16% of the total carbon footprint estimated by the UNDP/GEF project. (The project estimated in the screening phase that the whole Sochi 2014 Olympic and Paralympic Games carbon footprint, including spectators and media travel, is 5.1 mil t CO_2 covers. In 2014 revised calculation, the project estimated total carbon footprint to be 3.2 mil t CO_2.)
- As a direct result of the project, the Ministry of Environment and Natural Resources prepared a 5.1 mil t CO_2 carbon offset programme that was expected to be approved by the Government of the Russian Federation by end of 2013. In spring 2014 the offset programme was revised to include 3.2 mil t CO_2. As of early June 2014, the government has not still granted its approval for the offset programme. The original offset programme included 0.52 mil t CO2 from the adopted Dow offset programme, 4 mil t CO2 from projects to be implemented by the Russian Railways (OAO RZD), and 0.6 mil t CO2 from reconstruction of boiler houses and a landfill by the Krasnodar Krai and Sochi municipality administrations. The Dow offset programme estimated the total carbon footprint to be 6 times smaller. The proposed offset programme does not include details on reporting and verifying standard to be used.

Outcome 1: Green building standards
An Action Programme for introducing green standards for Sochi Olympics construction and further replication

Target:

- Elaboration of practical recommendations for reductions of baseline energy requirements of Olympic venues
- Recommendations for the maximum possible reduction in GHG impact during construction and operations of the Olympic venues
- Developed proposals for the Russian government

Results:

- The system of voluntary construction "Green Standards" including certification has been established in Russia and is functional under auspices of the Ministry of Environment and Natural Resources and the Center of Ecological Certification – Green Standard since 2010 (before the project start). SC Olympstroy developed and adopted a voluntary Olympic corporate green standard and certification system in June 2011 (before actual launch of the project). All 130 Olympic venues were subject of this volunteer corporate green standard, 10 facilities were certified according to the LEED and BREAM green standard.
- The UNDP/GEF project provided Olympstroy with information and training on international experience with implementing green standards that Olympstroy adopted.
- The UNDP/GEF project developed analysis of legislation and recommendations for integrating carbon footprint analysis and reporting into green standards. The proposal was submitted to relevant agencies, however not adopted.

Output 1.1 *Programme on green building practices for Olympstroy and other agencies involved in Olympic construction*
Development of proposals for inclusion of carbon components in the green building standards and for introduction of the carbon reporting standards in Russia

Target:

- Workshop on building EE and GHG reduction in planning, construction and operation,
- Minimum 40 participants by end of 1st year,
- Developed proposals for the Government to introduce a carbon reporting standard and the inclusion of carbon components in the "green standards"

Results:

- Identification of best practice examples (LEED certificates in the category of development of adjacent territories received from the Olympic villages in Beijing 2008 and in Vancouver 2010), SOOC, Olympstroy
- Training programme on practice of "green standards" and assessment of effectiveness, NP Green Standards. Two workshops on green building techniques, energy efficiency in buildings and accounting of carbon emissions and their reduction in planning, construction and operation in accordance with the latest requirements of constructions norms and regulation of the Russian Federation, Report, 2 workshops, Publication in Magazine "Energy Efficiency, Energy Savings"
- Proposals for the introduction of carbon components in Russian construction standards based on international experience, N. Korobova, report, presentation at workshops

- Analysis of international experience in the formation and functioning of voluntary and mandatory carbon reporting systems, related to the possibilities of its application in the Russian Federation, R. Kazakov, report, presentation at workshops
- Development of proposals for the inclusion of carbon components in the standard STO NOSTROY "Green construction", T. Guseva, report
- Study of institutional aspects of the introduction of carbon reporting standards: proposals for the organization of accounting and reporting emissions and absorption of GHG in companies with state participation, R. Kazakov, N. Korobova, report
- Study of the carbon intensity of Russian exports by sectors and major products, and trend analyzes of the development of the introduction of requirements for carbon reporting in the UK and other EU countries, R. Kazakov, report
- Study of the risks of export-oriented Russian companies in connection with the requirements of carbon reporting, introduced in the EU, A. Galenovitch, report
- Analysis of carbon flows resulting from international trade of the Russian Federation, Paul Taylor, report

Two workshops organized, in total 40+ participants.

Analysis of and proposals on incorporation of specific carbon component and carbon reporting into Green Standards were developed, but not incorporated into existing Green Standard system.

Output 1.2 Public outreach including identification and development of flagship green building projects within the Olympic Venues

Target:

- Identification of 2-3 high-profile EE/RE demonstration projects within the Olympic venues by end of second year

Results:

- Demonstration of energy-efficient design methods and technologies, Olympstroy
- Implementation of a demonstration of a renewable energy lighting project in Sochi National Park (autonomous outdoor lighting point based on photovoltaics and wind power)

Output 1.3 Feasibility study and action plan for further cost-effective GHG mitigation in venue planning, construction and operation phases

Target:

- Preliminary estimate of baseline and games-related building energy requirements by end of first year

- Strategic approach to reduce GHG emissions resulting from Olympic venue construction and operations by 10% developed by end of project

Results:

- Strategic approach to reduce GHG emissions associated with the construction and operation of Olympic venues, TsNIIPromzdany, Naumov, report, guidelines

Output 1.4 Model TOR for public procurement incorporating green standards

Target:

- Green procurement guidelines distributed to 50 contractors and building firms by end of project

Results:

- Manual for Green Standard procurement developed based on 1.3 result and disseminated to contractors by Olympstroy
- International best practice analysis of approaches and lessons learned during international competitions, including Vancouver 2010, FIFA World Cup 2010 and London 2012, Olympstroy

Outcome 2: Energy efficiency and power planning
Integrated Strategy and Action Plan for energy efficiency

Target:

- Package of proposals to reduce baseline GHG emissions associated with energy supply (with option of cost-efficient offset projects)

Results:

- Proposals for energy and GHG emission savings were developed, however due to late timing of project implementation, the recommendations were not utilized for actual construction of Sochi Olympic facilities
- Handbook for the preparation and holding of low carbon world-class sports events, summarizing state-of-the-art best international experience has been developed and is to be published

Output 2.1 Inventory of planned heat and power supply and demand infrastructure

Target:

- Preliminary GHG inventory for games-related power and heat generation by end of first year

Results:

- Analysis of the experience of previous Games to determine the baseline level of needs in communal resources, report
- Review of existing and planned infrastructure heat and energy supply, TsNIIPromzdany, IGCE, report
- Estimation of baseline GHG emissions during the Olympics, IGCE, report
- Preliminary assessment of the baseline energy consumption and energy demand of buildings, connected with the Games, TsNIIPromzdany, report

Output 2.2 Compendium of EE solutions for heat and power supply and consumption

Target:

- Discussion paper for GHG mitigation through supply side EE improvements at the regional level and the option of using remote projects for carbon offsets by end of first year

Results:

- Energy Efficiency and Planning Energy Saving. Evaluation of energy efficiency of representative venues of the 2014 Olympic Games in Sochi, TsNIIPromzdany, report, presentation.
- Project's requirements to improve energy efficiency of different types of buildings, TsNIIPromzdany, report

Output 2.3 Interagency EE committee for preparation to and convening the Olympic Games

Target:

- Integrated strategy to reduce GHG footprint of management and operations before and during the games by end of project

Results:

- Development of consistent approaches to prepare reporting on the assessment of carbon emissions during the whole period of preparation for the Olympics, its implementation and post-Olympic period, IGCE, report prepared for Ministry of Natural Resources and Environment and Ministry of Regional Development

Output removed from the LogFrame as the establishment of the committee is out of project competence

Output 2.4 Design of the Action Plan for CC mitigation through power planning and energy efficiency with specific recommendations for low-carbon solutions for the Olympic investment projects

Target:

- Strategic approach and action programme to reduce GHG emissions resulting from heat and power generation and distribution during preparation, games and post-game periods by end of 1st year

Results:

- Demo project: Recommendations on control of biogas collection (on the example of the Adler landfill), as well as recommendations on design, G. Berdin, report
- The preliminary feasibility studies on biogas collection at the Adler landfill, Industrial Holding "Safe Technologies"
- Calculating the carbon footprint of the Adler landfill before and after the application of gas-handling equipment
- Handbook for the preparation and holding of low carbon world-class sports events, C. Simmons, M. Diubanova, reports in English and Russian, publication under development

Outcome 3: Renewable energy technologies
Reducing GHG emissions through increased application of renewable energy technologies at 2014 Olympics

Target:

- Recommendations for increasing the role of renewable energy sources for the Olympic investment projects and for Sochi as an Olympics heritage

Results:

- Potential for increased utilization of renewable energy has been analyzed and recommendations have been developed. Due to late timing of the project implementation, the recommendations were not used for additional GHG savings through increased share of renewable energy.
- A small demonstration renewable energy project was implemented in Sochi National Park. A remote lighting pole was installed utilizing decentralized local renewable energy sources - photovoltaics and wind energy.

Output 3.1 Compendium of renewable energy solutions

Target:

- Working paper on the application of renewable energy technologies (solar, wind, geothermal, biogas, etc) at the utility level and at the building level by end of 1st year

Results:

- Guidelines to increase the use of renewable energy in the region, V. Butuzov, report

Output 3.2 Inventory of existing and planned power supply and construction infrastructure which accommodates renewable energy sources

Target:

- Baseline calculation of existing and planned contributions from renewable energy sources by end of 1st yr

Results:

- Inventory of existing and planned energy facilities and construction for an additional placement of renewable energy sources, V. Butuzov, report

Output 3.3 Recommendations for renewable energy solutions (solar, wind, hydropower) for the Olympic investment projects

Target:

- Identification of most effective renewable energy solutions for games by taking as an example a demo lighting installation in Sochi national park, followed by the results consideration, which can be included into offset programmes by end of project

Results:

- Recommendations for the use of renewable energy (solar, wind, hydro) for the Olympic investment projects, V. Butuzov, report

- Demonstration lighting installation in Sochi national park, which uses renewable energy sources (photovoltaics and wind energy), Company "OptiLight", FGBU "Sochi National Park", Reinfo company

Output 3.4 Guidelines and methodologies for assessing regional potential, feasibility and investment planning and increasing the use of renewable energy sources for the Games

Target:

- Assessment of prepared and implemented regional projects for the energy supply from renewable sources that can help reduce the carbon footprint and offsetting the GHG emissions from the preparation and conduct of the 2014 Sochi Olympics

Results:

- Management and methodology assessment of regional projects on the application of alternative energy sources for the Olympics, V. Butuzov, report

Outcome 4: Low carbon transport
An integrated strategy and action plan for reducing GHG emissions from transport during preparations and convening of the Olympics

Target:

- Practical recommendations for reduction of GHG from transport from baseline through integrative planning, procurement and public transport promotion during staging of the Games

Results:

- A low-carbon transport strategy and an action plan was developed and submitted to Olymstroy and Ministry of Transport. Due to late timing of the project implementation, the action plan focused on additional but rather marginal measures (such as parking zones, junction management) that still could have been implemented within limited remaining time till Olympics (1 – 1.5 year).

Output 4.1 Travel demand survey

Target:

- Analysis of modes of transport and size of infrastructure. Transport GHG inventory projection for games period to serve as a baseline by end of first year

Results:

- Quantitative model of the baseline scenario to determine the need for vehicles, MasterConcept GmbH, report
- Identification of problem areas of transport planning and traffic management, MasterConcept GmbH, report
- Preliminary analysis of the existing infrastructure and technical barriers to sustainable transport solutions, MasterConcept GmbH, report

- Delimitation for accounting of transport emissions of GHG, MasterConcept GmbH, report
- Preliminary assessment of transport-related emissions of GHG through a baseline scenario, M. Diubanova, report

Output 4.2 Compendium of alternative transport solutions and technologies including zero-emission transport for Olympics

Target:

- Working paper of GHG reduction solutions for transport which are being applied in Sochi and best practice strategies which would further support GHG mitigation by end of first year

Results:

- Description of alternatives of technical means and transport solutions, MasterConcept GmbH, report
- Alternative ways to access mountain areas, including new transportation technologies, transport systems, density of regular transport, etc. , MasterConcept GmbH, report
- Assessment of the possible impact of Olympic transport in terms of sustainable development, MasterConcept GmbH, report
- Determination of compatibility between the Olympic transport plan and the Sochi 2014 Organizing Committee's objectives for the Olympic Games, respecting the principles of sustainable development, MasterConcept GmbH, report

Output 4.3 Integrated planning for reducing GHG emissions from transport with specific recommendations for low-carbon solutions for the Olympic investment projects

Results:

- Proposals to reduce carbon emissions from road transport, with specific recommendations for low-carbon solutions for Olympic investment projects, MasterConcept GmbH, report (Action Plan for the Olympic Games sustainable transport system)

Target:

- Plan of additional measures towards sustainable development of transport systems for Olympic Games operations

Output 4.4 Training for municipal authorities and state agencies on integrated transport planning

Target:

- To create by the end of the project a framework for a sustainable legacy on low-carbon transport facilities and infrastructure in the Sochi region and mountain area

Results:

- Presentations at the international conference and workshop involving representatives of municipal and state authorities on "Optimization of transport solutions in national and international events in order to reduce GHG emissions", Kazan, 22-23/9/2013

Outcome 5: Carbon offsets
Sochi Carbon Offsets Programme

Target:

- Sound and sustainable carbon offset of GHG directly caused by the Sochi Olympics

Results:

- Dow Chemical, and official carbon partner of the 2014 Sochi Olympics, adopted a 0.52 mil tCO_2 offset programme with limited input from the project.
- As a direct result of the UNDP/GEF project, the Ministry of Environment and Natural Resources prepared a 5.1 mil tCO_2 offset programme that includes besides the Dow offset programme also 4 mil t CO_2 savings from additional projects to be implemented by the Russian Railways and 0.6 mil t CO_2 savings from boiler house and landfill reconstruction in Krasnodar Krai and in Sochi municipality. Based on 2014 updated assessment of carbon footprint, the Ministry of Environment and Natural Resources revised its offset programme to include the volume of 3.2 mil t CO_2. However, the government has not approved yet the 3.2 mil t CO2 offset programme (as of early June 2014). The proposed offset programme does not include details on GHG verification standard to be used.

Output 5.1 Establishing a GHG inventory and tracking system including a baseline (Sochi regional 2007 emissions and 2014 projections) and a tool to monitor the emissions caused by the event

Target:

- Development of methodological framework and set of requirements for source data to estimate the carbon footprint during the preparation and staging of the games. Calculations on baseline data will be received at the end of the project.
- Preparation of recommendations for the introduction of a carbon reporting in the Russian Federation.

Results:

- Analysis of the main activities and facilities associated to the preparation and holding of the Olympic games, from the standpoint of their GHG emissions, IGCE, report
- Analysis and consideration of international standards for managing and controlling carbon emissions, and use of lessons learned from large-scale carbon emissions management programmes, C. Simons, BestFootForward, report and presentation
- Screening assessment of the "carbon footprint" Sochi 2014, C. Simons, BestFootForward, report and presentation
- Calculation of the carbon footprint during preparation and holding of winter Olympic and Paralympic Games in Sochi in 2014, IGCE, report and presentation
- Development of a methodological framework to assess the carbon footprint during the Olympic Games, IGCE, report and presentation

Output 5.2 Review of international best practice and feasibility study for Sochi Carbon Offset programme

(Study on) Russian export carbon intensity and risks associated with lack of reporting capacity

Target:

- Detailed proposals are developed, which include the following points: project boundary, recommend GHG offsetting programme and projects for offsetting, international experiences, emissions projection, financing requirements by end of project
- Detailed study of carbon intensity of Russian exports, analysis of current trends, risk assessment, recommendations to the Russian Government

Results:

- Strategic document on approaches to carbon offset, E. Metalon, report and presentation
- Analysis of the materials obtained in the previous stages of the UNDP project, international experience in the assessment of GHG emissions during Olympic Games, Russian and international standards, as well as guidelines for accounting of GHG emissions, IGCE, report
- Estimation of GHG emission reductions as a result of the development of Sochi as a mountain resort, IGCE, report
- The risks study for export-focused Russian companies in connection with the carbon reporting requirements in the EU, A. Galenivitch, report and presentation
- Study of the carbon intensity of Russian exports and trend analysis of the introduction of requirements for carbon reporting in the EU, R. Kazakov, report and presentation
- Analysis of carbon fluxes for international trade in general and in key sectors, P. Taylor, report and presentation

Output 5.3 Outreach programme and leveraging partnerships for the implementation of the programme

Target:

- Programme for implementation of the climate neutral target of the Sochi 2014 Games

Results:

- Recommendations for the formation of a portfolio of compensatory projects and sponsorship packages, Mikhailov and Partners, stakeholders (SOOC, Dow Chemical Company)

Outcome 6: Public awareness and advocacy strategy
A comprehensive public awareness, advocacy and outreach programme

Target:

- Public Awareness and Engagement in Carbon Neutral Games Programme by Games time

Results:

- Public awareness strategy has been developed and implemented, including cycle-powered cinema at film festival in Sochi, journalist competition “Best article on climate change problems”, viral video on climate change, thematic discussion blogs on SOOC web site, interactive work-book on climate change for teachers and students “Climate Box”.

Output 6.1 Stock taking of awareness and outreach tools for large international events greening

Target:

- Working paper on public outreach potential and engagement targets for Sochi 2014 by end of second year

Results:

- Analysis of possibilities, positive results and lessons learned from working with NGOs in the course of earlier conducted international events, building on existing partnerships. Preparation of review in the light of large-scale events (Vancouver 2010, FIFA 2010, London 2012 and others), Mikhailov and Partners, report
- Tools on reporting and informing the public in conducting large-scale sports events, Mikhailov and Partners, report
- Evaluation of the available tools to inform the public and outreach the population on climate change issues, Mikhailov and Partners, report

Output 6.2 Building partnerships with key players, private sector, media

Target:

- Strategic programme for optimizing public outreach and engagement in carbon neutral games and legacy by end of second year

Results:

- Strategic programme for optimization of public information, Mikhailov and Partners
- Holding a meeting with the participation of an official “carbon sponsor” of the 2014 Olympic Games in Sochi and other stakeholders in order to build partnerships and develop programmes of action, Mikhailov and Partners

Output 6.3 Outline of a coordinated interagency campaign on Climate Change and Greening Legacy

Target:

- Strategy for CC and Green Games Legacy Campaign acknowledging and promoting the roles of UNDP, GEF and UNEP by end of project

Results:

- Development of a strategic programme with a plan of coordinating activities of public awareness and advocacy activities involving the identified stakeholders on climate change issues within the framework of the "Green Heritage", Mikhailov and Partners, Strategic Programme with Action Plan
- Communication support to the official carbon sponsor of the 2014 Olympic Games in Sochi and all stakeholders, Mikhailov and Partners, communication support
- Development and publication of an interactive work-book on climate change for teachers and students of the junior and middle school age “Climate Box”, Yu. Dobrolyubova, online tutorial

Output 6.4 Website integration

Target:

- Provide the appearance of a separate section on the information portal of the Coordinating Staff of the Ministry of Natural Resources and Environment of Russia for preparation and holding of the Sochi Winter Olympic Games 2014

Results:

- Development and approval of the project website's layout
- Preparation of website's content, placement and support on the portal of the Coordinating Staff of the Ministry of Natural Resources and Environment of Russia for preparation and holding of 2014 Winter Olympic Games Sochi
- **http://mnr2014.ru/, http://greening-sochi2014.isedc-u.com**

Summary of results:

The project developed recommendations for GHG emission savings during preparation and hosting of the 2014 Sochi Olympic Games. Due to late timing of project implementation these recommendations had very limited impact on actual carbon footprint of hosting Olympic Games, because most of Olympic facilities were already designed and under construction already at the beginning of project implementation.

Due to the late timing of the project, major results of the project are related to the greening legacy rather than greening of Sochi Olympic venues themselves. In other words, recommendations and local experience developed by the project can be potentially effectively used only in next events organized in the future. The direct impact on greening Sochi Olympics and minimizing its carbon footprint was minimal.

The project developed a number of studies that were submitted to the SOOC, Olympstroy, government and other relevant agencies.

The project was very successful in collecting and bringing to Sochi up-to-date best international know-how and experience in carbon management of major sport events, including carbon footprint assessment and carbon offset programming, and in transferring of this up-to-date international experience to local experts.

The project has developed and prepared for publication "Carbon Handbook – Reducing the Carbon Footprint of World Class Events", a handbook summarizing for the first time best available international experience in carbon management and carbon footprint calculations for large sport events. Publication of this handbook as hard copies in Russian (100 copies) and English (300 copies) and on internet will facilitate planning of and make easier next major carbon neutral events.

Interactive work-book on climate change for teachers and students "Climate Box" was developed and 1000 hard copies have been contracted for publishing. If properly promoted and disseminated to interested teachers, this can have a long-term impact and help raise climate change awareness of young students and inform on carbon mitigation options.

As a direct result of the project, the Ministry of Environment and Natural Resources has prepared and submitted to the government a 5.1 mil t CO_2 carbon offset programme in order to fully offset Sochi Olympic carbon footprint estimated in a screening phase to be 5.1 mil t CO_2. This offset programme included offset programme of Dow company in the amount of 0.52 mil t CO_2, commitment to implement additional GHG emission saving projects of total 4 mil t CO_2 by the Russian Railways, and 0.6 mil t CO_2 from boiler reconstruction and landfill projects by Krasnodar Krai and Sochi municipality administrations. In March-April 2014 the project revised both the carbon footprint and the offset programme – and the revised carbon footprint and offset programme totals 3.2 mil t CO_2.

However, as of early June 2014, the Russian government has not approved the 3.2 mil t CO_2 offset programme prepared by the Ministry of Environment and Natural Resources.

4.3.2 **Relevance**

The project was developed in line with the GEF Climate Change focal area strategy and strategic programming for GEF-4 (2007 – 2010), and specifically with GEF Climate Change Strategic Programme SP 1: Promoting energy efficiency in residential and commercial buildings, Climate Change Strategic Programme SP 3: Promoting market approaches for renewable energy, and Climate Change Strategic Programme SP 5: Promoting sustainable innovative systems for urban transport.

The project, its objective and focus are also highly relevant with Russian policies to reduce GHG emissions, improve energy efficiency and increase the share of renewable energy (see the overview of specific Russian policies and legislation in Chapter 4.1.7 Linkages between the project and other interventions within the sector). The project is highly relevant especially with the Russian commitment declared in the 2006 Bid Book to host *carbon neutral* Sochi 2014 Olympic Games. For the first time ever the commitment is to compensate not only for direct carbon footprint of the Organizing Committee own carbon footprint, but also that of the flights of spectators and media representatives.

The project is also very relevant with an ambition of the Sochi Olympic Organizing Committee to showcase advanced international “green” technologies and practices.

4.3.3 **Effectiveness and efficiency**

Effectiveness of project implementation

Effectiveness of project implementation was heavily influenced by late timing of project implementation that was far behind the Olympic venues planning phase.

For example in Outcome 4: Low Carbon Transport, the project delivered in 2012 a detailed strategy and an action plan for low-carbon transport in Sochi 2014. Because all transportation facilities have been already under construction, the strategy and action plan did not concentrate on measures that could not have been implemented anymore, but it focused rather on additional measures that still could be implemented within remaining period of ca one year before hosting Olympic Games (parking zones, junction management etc.). However, impact of these additional measures is of course limited compared to low-carbon measures that would be incorporated at the very early stage of the transport planning phase. Reports and action plan were presented to the SOOC and SC Olympstroy, and provided to the Ministry of Environment and Natural Resources and Ministry of Transport for utilization in other occasions. Implementation of proposed action plan was limited and the future impact is thus minimal.

As of early June 2014, the governmental approval of the offset programme is still pending.

Except for the offset programme, the project has developed a number of studies and recommendations on carbon reductions; however, their utilization for the Sochi 2014 Olympics was very limited due to late timing of project implementation.

The project objective to produce a Greening Strategy and an Action Plan for the 2014 Winter Olympics in Sochi, to help set up "carbon neutral" event by introducing an early climate change planning and unleash the potential for GHG emission reduction during preparation to and convening

the Sochi Olympics has not been achieved because of the late timing of the project. As discussed earlier, even in cases when the project did deliver greening strategy and action plan, impact of proposed measures was relatively low and the proposed action plan was not actually adopted.

The project delivered useful results in greening legacy, transferred best international know-how in carbon footprint assessment to local expert and decision making community, and developed and prepared for publication first of its kind Carbon Handbook summarizing state-of-the-art carbon footprint assessment practices, and the Climate Box for students.

In case the Russian Government will approve the prepared 3.2 mil t CO_2 offset programme, the UNDP/GEF project would have significant impact on reaching the goal of hosting carbon neutral Sochi Olympic Games.

Cost-effectiveness/efficiency of project implementation

In case the Russian government would approve and implement the 5.1 mil t CO_2 offset programme, the GEF costs for additional GHG reductions will be 0.2 USD/tCO_2 (0.9 mil USD GEF grant divided by 4.6 mil t CO_2 of net project additional GHG savings, ie. 5.1 mil t CO_2 minus 0.52 mil t CO_2 of adopted Dow Chemical offset programme).

In case of a revised 3.2 mil t CO_2 offset programme, the costs of GHG savings for GEF would be 0.34 USD/ t CO_2. In both cases, these GHG reduction costs would be very inexpensive for GEF – if the offset programme would be approved and implemented. Estimated costs of GHG reductions by ProDoc were 2.50 - 4.35 USD/t CO_2.

However, as the Russian government has not approved the carbon offset programme yet, there are *practically no GHG emission savings* attributable to the UNDP/GEF project, and thus the costs of GHG reductions for GEF are infinitely high.

4.3.4 Country ownership

As described in Chapter 4.1.7, the project is fully in line with national priorities, and commitments of the Russian Federation to host carbon neutral Olympic Games as described in the Sochi 2014 Bid Book.

Except for the initial delay in appointing Project Director, the Ministry of Environment and Natural Resources, SOOC, SC Olympstroy and other relevant agencies and organizations were actively involved in project implementation. However, it was difficult at the beginning to raise interest of some key partners such as Olympstroy in the project and in effective cooperation.

The ultimate test of the country ownership is the approval of the 3.2 mil t CO_2 offset programme that has not materialized yet.

The indefinite governmental postponement of the carbon offset programme approval may have been influenced also by the official joint declaration of the SOOC and Dow Chemical, the official Sochi Olympic carbon partner, that Sochi 2014 were the first Olympic and Paralympic Games with a neutral carbon footprint associated with the travel of spectators and media attending the event. This footprint

was estimated by Dow to be 160 000 t CO_2 and was subject of an offset programme adopted and implemented internationally by Dow (part of the 0.52 mil t CO_2 offset programme).

The large difference in estimated carbon footprint of the Olympics (DOW estimate is 6 times lower than the revised project carbon footprint estimation) is caused by different methodology employed and different assumptions used for carbon footprint assessment. While Dow had a motivation to minimize calculated carbon footprint, the UNDP/GEF project motivation was to utilize the state-of-the-art best international carbon assessment methodology and realistic assumptions.

4.3.5 **Mainstreaming**

The project has been proposed to address Environmental Sustainability as one of six priorities of the UNDP Country Programme for the Russian Federation (2008-2010) that include Economic growth and poverty reduction, Effective and accountable governance, Environmental Sustainability, Post-conflict recovery and development, Responding to HIV/AIDS, and Regional programming. Other UNDP priorities have not been directly addressed by this project.

4.3.6 **Project impact**

The project impact is very low due to late timing of project development and implementation.

Greening strategy and action plan and energy efficiency, renewable and low-carbon transport recommendations provided by the project had very low impact on actual design, construction and energy and GHG performance of Olympic infrastructure and facilities.

The project had its major impact in Sochi Olympics greening legacy, and specifically in know-how transfer. The project brought to Sochi and Russia up-to-date best international practice in carbon footprint assessment methodology and helped the best international methodology to be collected, localized, disseminated and adopted by domestic experts.

The project also helped to raise public awareness on climate change.

The UNDP/GEF project was intended to have a decisive impact on reaching the official Sochi 2014 goal to host carbon neutral Olympics and Paralympic Games, including – for the first time in the history – also GHG emissions related with international travel of spectators and media. Dow Chemical, the official Olympic carbon partner, adopted a 0.52 mil tCO_2 programme to offset GHG emissions of the Sochi Olympic Organizing Committee, and it claimed that it covered also spectators and media travel related GHG emissions. However, the UNDP/GEF project screening of Sochi 2014 carbon footprint estimated total GHG emissions to be 10 times higher – 5.1 mil t CO_2 (and 6 times higher in a revised 3.2 mil tCO_2 carbon footprint assessment). As a direct project result, the Ministry of Environment and Natural Resources prepared a 3.2 mil tCO_2 offset programme (originally 5.1 mil tCO_2 offset programme) for an approval of the Russian government. However, the expected governmental decision was postponed from late December 2013 and as of early June 2014, no decision on the offset programme has been made yet.

In case the government will approve implementation of the 3.2 mil tCO2 offset programme, the project will have direct impact on reaching the ambitious goal of hosting carbon neutral Olympic games.

In case the government will not approve this offset programme (additional to the Dow Chemical offset programme), the project impact on greening Sochi Olympics and offsetting its carbon footprint will remain negligible, and the 2014 Sochi Winter Olympics could not be claimed to be truly carbon neutral.

4.3.1 **Sustainability**

Effective impact – and thus also sustainability - of project outcomes is limited due to late project timing: green standards have been adopted before project start, strategy and action plan for low carbon transport and recommendations for energy efficiency and renewable energy implementation have been formally developed, however their realistic impact on greening Sochi 2014 Olympics was very limited. The 3.2 mil tCO_2 carbon offset programme was developed by the Ministry of Environment and Natural Resources, however not approved by the Russian government (as of June 2014).

Prospects of long term sustainability have project results concerning greening legacy, such as know-how transfer, project reports and especially carbon handbook, as well as results of public awareness campaign, such as the Climate Box.

Sustainability of greening legacy outcomes will be supported by keeping all relevant and key project products, such as Carbon Handbook and Climate Box available for download on public internet site.

Financial, socio-political, institutional framework, governance and environmental risks are negligible in this case.

Critical impact on sustainability of project results – Sochi carbon offset programme supporting SOOC to achieve carbon neutral Sochi 2014 Olympic and Paralympic Games - will have potential approval of the carbon offset programme by the government.

The political risk of not approving the offset programme is high, the financial risk of not providing sufficient funding for the potentially approved offset programme is estimated to be medium/low, institutional/governance risk that reporting and verification of carbon savings will not be sufficiently independent and credible is rated high/medium. Environmental risks are rated low or negligible.

5. Conclusions, Lessons Learned and Recommendations

The aim of the UNDP/GEF project Greening 2014 Sochi Olympics: A Strategy and Action Plan for the Greening Legacy was to assist organizers of Olympic Games to reach their ambitious goal to host carbon neutral games. The project design was logically structured and covered development of green building standards, strategy, action plan and recommendations for energy efficiency, renewable energy and low-carbon transport to minimize Olympic carbon footprint, development of Sochi carbon offset programme for offsetting of remaining carbon emissions, and public awareness and advocacy.

Unfortunately, the project was initiated, developed, approved by GEF and implemented too late. The developed strategy and action plan (such as the integrated strategy and action plan for low-carbon transport, and energy efficiency and renewable energy recommendations) could not effectively influence Olympic Games because the Olympic Games' planning phase was practically terminated already in November/December 2010, when the UNDP/GEF project was approved and signed. At this period Olympic facilities were already in a design and even construction phase.

Already at the project development and approval period in 2009 - 2010, it was obvious that – because of the late timing - the project cannot deliver expected results – effective greening strategy and action plan that would help to reduce carbon footprint of Olympics. However, no action has been implemented by UNDP nor by GEF to adjust the content (objective and outcomes) of the proposed project to a realistic time schedule and/or to cancel the proposed project. Thus recommendations developed by the project could have only negligible impact on actual greening of Sochi Olympics.

The project team revised LogFrame targets in November 2011 and November 2012/early 2013 to better match with the actual Olympic schedule. However, without changing the core of the project - project objective and outcomes, and thus designing practically a new project, the fundamental problem – inappropriate timing - could not have been solved.

During LogFrame revisions the project did not formally change names of project objective and outcomes; however, it did significantly change some of project objective and outcomes indicators and especially their targets. This means that the (names of) project objective and outcomes have not been formally changed, but some of their expected results were significantly changed – however without GEF approval.

Instead of targeting greening strategy and action plan for Sochi Olympics, the focus of the project implementation shifted after second revision of the project LogFrame in November 2012 primarily to greening legacy: transfer of carbon footprint assessment know-how and climate change awareness raising activities – without formal approval of changes in project objective and outcomes targets. However, in practical terms, this refocus of the project was perhaps the best possibility – except for project cancellation – how to adjust to delayed project implementation behind the Olympic construction schedule.

The most important project result with potential direct impact on reaching the goal of hosting carbon neutral Olympics Games – 3.2 mil t CO_2 carbon offset programme (originally designed as a 5.1 mil t CO_2 programme) – was prepared by the Ministry of Environment and Natural Resources (MENR) for decision by the Russian government at the end of 2013. The MENR offset programme includes only the total amount of GHG reductions and proposed projects, but no specific details on carbon reporting

and verification standards to be used. In early 2014, the Ministry of Environment and Natural Resources updated the carbon offset program to include 3.2 mil t CO_2 only, based on the assessment of Sochi Olympics carbon footprint developed by the Institute of Global Climate and Environment.

Unfortunately, the decision of the Russian government on the carbon offset programme was postponed, and as of June 2014 the government has not approved the proposed 3.2 mil t CO_2 offset programme yet.

Due to late development, approval of the project document, an delayed start of project implementation, the UNDP/GEF project had practically no impact on actual greening of 2014 Sochi Olympics. Without implementation of the 3.2 mil t CO_2 offset programme, the UNDP/GEF project will have practically even no ex-post greening impact on the Sochi Olympics either, and the Sochi 2014 Olympics cannot not be considered as truly carbon neutral event.

The design of the project/project formulation is rated Unsatisfactory.

Although the scope and content of the project *per se* is logical and well defined, it was obvious already at the project development phase that the *timing* for such project is absolutely inappropriate and too late. Both UNDP and GEF project development and approval procedures focused only formally on the scope of the project but ignored the risk of improper timing. No action has been adopted by UNDP nor by GEF at the project development phase either to cancel the project or to significantly redesign its objective and focus.

Because – due to late timing - it was impossible to deliver expected results outlined in the Project Document, and this was clear already at the project design phase, the project design is rated Unsatisfactory.

Performance of the project team is rated Moderately Satisfactory.

The project team was bound by the project design and specified project objective and outcomes. Within these limits, the project team formally delivered most of expected results, although their utilization and effective impact on greening Sochi Olympics was very limited. The project team delivered several additional results in order to strengthen the project impact.

Despite the eight months additional delay in effective project start (primarily due to delays of MENR in appointing National Project Director) and,

The overall performance of the project team is rated Moderately Satisfactory due to implementation delays, including additional few months delay in finalizing and publishing project reports, Carbon Handbook and Climate Box at the end of the project.

Overall project rating is Unsatisfactory because the project did not and could not deliver expected results due to late timing. As of June 2014, four months after hosting Olympic Games, the key project deliverable, the carbon offset programme, has not been approved by the Russian government.

5.1 Lessons Learned

- The project was developed, approved and implemented too late, after Sochi Olympic planning phase was practically terminated, and thus the project could have only negligible impact on effective greening of Sochi Olympic facilities, especially as construction activities were already underway once the UNDP/GEF project started.

- Although it was obvious from the very beginning that the project was identified, developed, submitted for GEF approval, approved and implemented too late to be able to deliver project objective, the project was not stopped or substantially redefined. Both UNDP and GEF project development and approval procedures focused only formally on the scope of the project but ignored the risk of improper timing of project implementation.

- The scope and content of the project itself was well defined and relevant, it was the timing of project development and implementation that was inappropriate. Should the project be identified, developed, approved and implemented early enough so that it could have realistically influenced planning for Sochi Olympics, it could deliver expected project objective.

- The project hired leading local and international experts as well and succeeded to collect and transfer to Russian counterparts the best international practice in carbon footprint assessment and carbon offsetting.

- The project design had ambitious scope of work but very limited time frame for implementation – only 2 years. It was not realistic to expect that the whole project could have been implemented within two years only.

- The project set up and maintained very informative project web site and published practically all relevant project results and reports online.

- The GEF project development phase lasted more than 1.5 year for originally planned 2 year project. This is disproportionally too long period and it suggests, that the GEF project development procedure is not effective at all and the whole GEF project development process should be changed, shortened and become less costly. The UNDP/GEF project development and approval procedure is disproportionally lengthy, expensive but still rather formal – and it does not address core risks of proposed project, including proper timing.

- The wording of the Request for GEF CEO Approval suggests that the motivation for designing this project was to gain international visibility of the UNDP/GEF at the Sochi Olympics. The Request for CEO Approval states that "*the project will use the Sochi Olympic Games as an opportunity to showcase the GEF's contribution to addressing global environmental challenges* and the Russian efforts in leasing the greening legacy of the Sochi Olympics", and *"… Green Games Legacy Campaign acknowledging and promoting the roles of UNDP, GEF …"* in the public outreach component. This might have been also a reason why the project was not stopped when it became evident that it is far behind the Sochi Olympic time schedule and that the project will not be able to deliver expected results.

5.2 Recommendations

- Work right up to the end of the project with the MENR and the Government to understand that without approval of additional carbon offset programme (3.2 mil t CO_2) Sochi Olympic Games cannot claim to be truly carbon neutral according to the best international standards.

- Integrate proper project timing evaluation into the project development and approval system at both the UNDP and GEF, including effective independent evaluation of project idea at the very early stage of project identification. The project approval system should not focus on content of the project and its objective only, but it should integrate proper timing as well. Proper timing is a critical factor for all development projects.

- Strengthen independent internal UNDP evaluation of project proposals (including proper project timing, appropriateness for the country development stage etc.) at the very early phase of their development/identification – before development (or contracting for development) of project document.

- Eliminate project implementation periods without appointed project manager. Initiate Project Manager hiring process already before the actual start of project implementation period.

- UNDP/GEF projects should hire as a standard full-time project managers for project implementation (in case of hiring individuals/physical persons). In most cases effective project implementation requires full availability of project manager.

- Arrange for the project web site and published documents to be uploaded as soon as possible after the start of the project and to remain online even after project termination, arrange for visibility and possibility for downloading key project results – Carbon Handbook and Climate Box, etc. Ensure that such key outputs are also available on UNDP Corporate website.

6. Annexes

Annex 1: Revised LogFrame

This LogFrame includes both original ProDoc LogFrame wording as well as new Inception Period and 2012 revisions. The text that was deleted from the original ProDoc wording is ~~erossed~~, newly added text is highlighted in yellow. Newly added targets are shown in a separate column for better visibility. In case the additions are minor, they are highlighted in the column of original Target.

Project Strategy	**Indicator**	**Baseline**	**Target**	**Added Target**
Objective: to produce a Greening Strategy and Action Plan for the 2014 Winter Olympics in Sochi. The project will develop greening recommendations and action plans in six specific sectors. By introducing an early CC planning the project will help set up "carbon neutral" event and unleash the potential for GHG emission reduction during preparation to convening the Sochi Olympics. In doing so the MSP will come up with an integrated programmatic approach (a set of project proposals) for the Greening of the Sochi Olympics.	Games and legacy GHG mitigation Action Plan GHG mitigation	Lack of coordinated GHG mitigation efforts and targets means transparency and sustainability is not assured The baseline Games GHG emissions and mitigation targets will be established during the baseline survey at project onset.	~~Integrated Action Plan for GHG mitigation including monitoring and reporting to support the Carbon Neutral Games target of the Sochi 2014 Winter Olympics Environmental Strategy by end of year 1~~ ~~Minimum 10% reduction of direct GHG emissions related to Olympic development, staging and legacy (operations, building and transport) as a clear target of the Sochi 2014 Climate Neutral Games Action Plan~~	The package of recommendations that help in the maximum possible reduction of direct GHG emissions related to Olympic development, staging and legacy (operations, building and transport)

Project Strategy	Indicator	Baseline	Target	Added Target
			High quality, sustainable offset projects with long-term regional and national impact. ~~USD 20 million additional financing for GHG mitigation measures/projects leveraged by the end of project as a direct result of project activities~~	
Outcome 1 "Green building standards": An Action Programme for introducing green standards for Sochi Olympics construction and further replication	Energy performance of venue building designs GHG mitigation for construction and operation of Olympic venue buildings ~~Follow-up building project(s) with leveraged financing~~ Development of proposals to include carbon components in the "green buildings" standards and to introduce standards of carbon reporting in the Russian Federation	venue buildings are required to meet energy efficiency requirements of national building standards baseline energy requirements and GHG impact will be established during the baseline survey at project onset Proposals for carbon standards	~~Minimum 10% reduction of baseline lifecycle energy requirements of Olympic venue buildings compared to 2007 building code requirements by 2014~~ ~~Minimum 10% reduction in GHG impact during construction and operations of the Olympic venues.compared to 2007 business as usual scenario by 2014~~ ~~Uptake of 2-3 demonstration projects for integrated EE and RE design to Olympic venues as a direct result of project activities by the end of the project (USD 10 million financing leveraged)~~ No standards for carbon reporting, no studies were conducted	Elaboration of practical recommendations for reductions of baseline energy requirements of Olympic venues. Recommendations for the maximum possible reduction in GHG impact during construction and operations of the Olympic venues Developed proposals for the Russian government
Output 1.1	workshop	Lack of instruction for	Workshop on building EE and	

Project Strategy	Indicator	Baseline	Target	Added Target
~~Training~~ programme on green building practices ~~for Olympstroy and other agencies involved in Olympic construction~~ and the assessment of energy efficiency Development of proposals for inclusion the carbon components in the "green buildings" standards and for introduction of the carbon reporting standards in Russia	number of participants Proposals are developed	meeting EE targets for Olympic Venue buildings. Opportunities for cost-effective EE measures are not integrated in planning	GHG reduction in planning, construction and operation minimum 40 participants ~~by end of 1st year~~ by the 2nd year	Developed proposals for the Government to introduce a carbon reporting standard and the inclusion of carbon components in the "green standards"
Output 1.2 Public outreach including identification and development of flagship green building projects within the Olympic Venues Identification and assessment of three green building projects within the Olympic Venues *(passive house and two SC "Olympstroy" venues)*	~~Number of identified building EE demonstration projects~~ ~~Preliminary~~ design applying integrated building EE design methodology	venue buildings are required to meet energy efficiency requirements of national building standards no specific EE building demonstration projects identified or developed	Identification of 2-3 high-profile EE/RE demonstration projects within the Olympic venues by end of ~~first~~ second year ~~Preliminary integrated EE design and simulation of one flagship residential within the Olympic village by end of first year – cooperation of international and local partners~~	
Output 1.3 Feasibility study and action plan for further cost-effective GHG mitigation in venue planning, construction and operation phases	identified building EE targets integrated venue-wide strategy follow-up project(s)	building-by building approach without clear EE targets over baseline Opportunities to develop and demonstrate energy saving design and construction projects in line with the 2009 Law on	Preliminary estimate of baseline and games-related building energy requirements by end of first year Strategic approach to reduce GHG emissions resulting from Olympic venue construction and operations by 10% developed by end of project	

Project Strategy	Indicator	Baseline	Target	Added Target
	with leveraged financing	Energy Saving are not explored		
Output 1.4 Model TOR for public procurement incorporating green standards	number of copies distributed	lack of green building procurement guidelines	~~Green procurement guidelines distributed to 50 contractors and building firms by end of project~~	Guide to procurement of goods and services applying the "green" building principles by the end of the project
Outcome 2 "Energy efficiency and power planning": Integrated Strategy and Action Plan for energy efficiency	power and heat supply capacities and efficiencies GHG mitigated ~~demonstration projects~~	~~Sochi imports much power from surrounding regions. Olympic infrastructure projects are based on gas line extensions for existing facility refurbishments & new Adler 360MW CHP~~ ~~No demo projects planned~~ Existing and planned facilities, baseline energy demand and GHG impact will be established during the baseline survey at project onset	~~Power planning Action Plan targeting r~~Reduction ~~in baseline GHG emission from energy supply of 10% (with option of cost-efficient offset projects) by end of 1st year~~ by 2014 ~~1-2 low carbon heat&power supply demonstration projects realized for Olympic games~~	Package of proposals to reduce the baseline GHG emissions associated with energy supply (with option of cost-efficient offset projects)
Output 2.1 Inventory of planned heat and power supply and demand infrastructure	comprehensive overview of energy supply, demand and consumption chain and related GHG emissions	-	Preliminary GHG inventory for games-related power and heat generation by ~~end of first year~~ the beginning of the 2nd year	
Output 2.2 Compendium of EE solutions for heat and power supply and consumption	comprehensive overview of GHG mitigation solutions for energy supply and	-	Discussion paper for GHG mitigation through supply side EE improvements at the regional level and the option of using remote projects for	

Project Strategy	Indicator	Baseline	Target	Added Target
	consumption		carbon offsets by ~~end of first year~~ the beginning of the 2nd year	
~~**Output 2.3**~~ ~~Interagency EE committee for preparation to and convening the Olympic Games~~ Output deleted	~~agency and agenda~~	-	~~Integrated strategy to reduce GHG footprint of management and operations before and during the games by end of project~~	
Output 2.4 Design of the Strategy and Action Plan for CC mitigation through power planning and energy efficiency with specific recommendations for low-carbon solutions for the Olympic investment projects	~~Pre-feasibility study for Adler Landfill Gas Recovery project~~ ~~Low-carbon Energy Supply demonstration project(s)~~ Action Plan	proposed Adler landfill gas project is not included in Olympic investment commitments. Feasibility assessment is not planned. No low-carbon power/heat supply demo projects have been identified	~~Pre-feasibility for Adler Landfill Gas Recovery project~~ ~~Identification of 1-2 demonstration project(s)~~ Strategic approach and action programme to reduce GHG emissions resulting from heat and power generation and distribution during preparation, games and post-game periods by ~~end of 1st yr~~ the middle of the 2nd year	
Outcome 3 "Renewable energy technologies": Reducing GHG emissions through increased application of renewable energy technologies at 2014 Olympics.	~~Percentage of energy demand covered by renewable energy sources~~ ~~Number of RE demonstration projects realized for Games~~ Manual for the use of renewable energy sources	-existing and planned facilities (baseline will be determined within output 3.2) No specific RE demo projects planned	~~20% energy from renewable energy sources for the games (or compatible sustainable renewable energy projects realized as offsets) during staging of the Games~~ ~~3 RE demo projects realized as direct result of this project~~	Recommendations for increasing the role of renewable energy sources for the Olympic investment projects and for Sochi as an Olympics heritage
Output 3.1	comprehensive overview of RE	-	Working paper on the application of renewable	

Project Strategy	**Indicator**	**Baseline**	**Target**	**Added Target**
Compendium of renewable energy solutions	solutions at utility and building levels as applies to games and region		energy technologies (solar, wind, geothermal, biogas, etc) at the utility level and at the building level. by end of 1st yr	
Output 3.2 Inventory of existing and planned power supply and construction infrastructure which accommodates renewable energy sources	comprehensive overview of RE sources in existing and planned game facilities	project-by -project assessment	Baseline calculation of existing and planned contributions from renewable energy sources by end of 1st yr	
Output 3.3 ~~Feasibility study and financing plan with specific~~ Financial assessment and practical recommendations for renewable energy solutions (solar, wind, hydropower) for the Olympic investment projects	feasibility study ~~number of renewable energy demonstration projects identified~~ ~~building integrated RE design concept~~	-	~~Feasibility study to identify most effective RE solutions for games~~ ~~3-5 potential Olympic flagship demonstration projects identified by end of 1st year~~ ~~Preliminary integrated EE/RE design study for Eco. Education & Research Center~~	Identification of most effective renewable energy solutions for games by taking as an example a demo lighting installation in Sochi national park, followed by the results consideration, which can be included into offset programs by end of project
Output 3.4 Guidelines and methodologies for assessing regional potential, feasibility and investment planning and increasing the use of renewable energy sources for the Games	guidelines	no targets and comprehensive approach	~~Strategic approach to achieve minimum 20% energy from renewable sources for the games (or to support compatible sustainable renewable energy projects through carbon offsets) by end of first year~~	Assessment of prepared and implemented regional projects for the energy supply from renewable sources that can help reduce the carbon footprint and offsetting the GHG emissions from the preparation and conduct of the 2014 Sochi Olympics
Outcome 4 "Low carbon transport": An integrated strategy and action plan for reducing GHG emissions from transport	~~Action Plan~~ ~~percentage reduction~~	Transport infrastructure projects are defined in 2007 bid documents	~~Low-Carbon Transport Action Plan with minimum 10%~~ reduction of GHG from	Practical recommendations for …. reduction of GHG from

Project Strategy	Indicator	Baseline	Target	Added Target
during preparations and convening of the Olympics.	~~of GHG emissions from transport~~ Recommendations for reduction of GHG emissions from transport	baseline determined with current Olympic Traffic Master Plan in Output 4.1	transport from baseline through integrative planning, procurement and public transport promotion during staging of the Games	transport from baseline through integrative planning, procurement and public transport promotion during staging of the Games
Output 4.1 Travel demand survey	GHG inventory of transport	Olympic Transport Plan traffic simulations	Analysis of modes of transport and size of infrastructure. Transport GHG inventory projection for games period to serve as a baseline by end of first year	
Output 4.2 Compendium of alternative transport solutions and technologies including zero-emission transport for Olympics	comprehensive overview of green transport solutions and potential for Sochi	-	Working paper of GHG reduction solutions for transport which are being applied in Sochi and best practice strategies which would further support GHG mitigation by end of first year	
Output 4.3 Integrated planning for reducing GHG emissions from transport with specific recommendations for low-carbon solutions for the Olympic investment projects	~~Case study~~ Action Plan to reduce GHG from games transport	- -	~~Transport related GHG mitigation case study: Sochi Imeretinski Port Facilities – best practice and recommendations by end of 1st year~~ ~~Strategy, feasibility study and action plan~~ ~~Supplementary action plan~~ Plan of additional measures towards development of sustainable transport systems for Olympic Games operations	

Project Strategy	Indicator	Baseline	Target	Added Target
Output 4.4 Training for municipal authorities and state agencies on integrated transport planning	number of participants at training session	-	To create by the end of the project a framework for a sustainable legacy on low-carbon transport facilities and infrastructure in the Sochi region and mountain area minimum 20 participants	
Outcome 5 "Carbon offsets": Sochi Carbon Offsets Programme	Carbon offsetting according to international best practice	No offsetting has taking place	Sound and sustainable carbon offset of GHG directly caused by the Sochi Olympics	
Output 5.1 Establishing a GHG inventory and tracking system including a baseline (Sochi regional 2007 emissions and 2014 projections) and a tool to monitor the emissions caused by the event	baseline calculation monitoring system	No regional GHG inventory in place; only aggregated data are available	~~Baseline data is calculated by end of 1st year and approved Monitoring system is established and operational by end of project~~ ~~On the examples of Imeretinsky cargo port and Glavstroy Management passive building (as the elements of infrastructure of the Sochi 2014 Olympic games) detailed study on sectors and sources of GHG emissions will be carried out, and recommendations on carbon reporting will be made~~	Development of methodological framework and set of requirements for source data to estimate the carbon footprint during the preparation and staging of the games. Calculations on baseline data will be received at the end of the project. Preparation of recommendations for the introduction of a carbon reporting in the Russian Federation.
Output 5.2 Review of international best practice and ~~feasibility study~~ proposals for Sochi Carbon Offset programme	~~feasibility study finalized~~ Proposals developed	An environmental strategy including a rough concept for offsetting emissions has been developed by the Organization Committee Sochi 2014	Detailed ~~feasibility study is~~ proposals are developed, which include~~s~~ the following points: • project boundary • recommend GHG offsetting programme and projects for offsetting	

Project Strategy	Indicator	Baseline	Target	Added Target
Russian export carbon intensity and risks associated with lack of reporting capacity	The study was conducted	Study of carbon intensity of Russian exports was not conducted	• international experiences • emissions projection • financing requirements by end of project	Detailed study of carbon intensity of Russian exports, analysis of current trends, risk assessment, recommendations to the Russian Government
Output 5.3 Outreach programme and leveraging partnerships for the implementation of the programme	marketing concept developed sponsoring packages defined	No information about environmental impacts of the event is publicly available. No private funding will be available for the greening of the event.	~~An outreach programme developed by end of the 1st year.~~ ~~The programme shall include identification and financing programme for the supply of high quality carbon credits for offsetting as well as the development and implementation of comprehensive sponsoring packages in order to attract sponsors to contribute as well as identification of alternative financial and institutional mechanisms to help meet to the climate neutral target of the Sochi 2014 Games.~~	The programme for implementation of the climate neutral target of the Sochi 2014 Games
Outcome 6 "Public awareness and advocacy strategy": A comprehensive public awareness, advocacy and outreach programme		-	Public Awareness and Engagement in Carbon Neutral Games Programme by Games time	
Output 6.1 Stock taking of awareness and outreach tools for large international events greening	Working paper	-	Working paper on public outreach potential and engagement targets for Sochi 2014 ~~within first 6 months~~ by end of second year	

Project Strategy	Indicator	Baseline	Target	Added Target
Output 6.2 Building partnerships with key players, private sector, media	Action programme for public awareness and engagement	-	Strategic programme for optimizing public outreach and engagement in carbon neutral games and legacy by end of ~~first~~ second year	
Output 6.3 Outline of a coordinated interagency campaign on Climate Change and Greening Legacy.	strategic paper	-	Strategy for CC and Green Games Legacy Campaign acknowledging and promoting the roles of UNDP, GEF and UNEP by end of project	
Output 6.4 – Website Integration	development of the Environment pages of the ~~Sochi 2014 website~~ Coordinating Staff of the Ministry of Natural Resources and Environment of Russia website	~~Sochi 2014~~ Coordinating Staff of the Ministry of Natural Resources and Environment of Russia website currently refers to the Environmental strategy for information without in-depth projects or targets	~~Ensure that a whole section of the Sochi Olympics official website is dedicated to the "Greening of the Sochi Olympics".~~ This will involve outlining on the ~~Sochi Olympic games~~ Coordinating Staff website all of the activities that are being undertaken as part of this project.	Provide the appearance of a separate section on the information portal of the Coordinating Staff of the Ministry of Natural Resources and Environment of Russia for preparation and holding of the Sochi Winter Olympic Games 2014.

Annex 2: Original ProDoc Logical Framework Matrix

This wording of the project LogFrame is the final approved version of the LogFrame from the 2010 Request for GEF CEO Approval.

Note: In this final version there are some changes compared to the wording of the LogFrame in the earlier versions of the Project Document.

Project Strategy	Indicator	Baseline	Target	Sources of Verification	Assumptions
Goal:					
Objective: to produce a Greening Strategy and Action Plan for the 2014 Winter Olympics in Sochi. The project will develop greening recommendations and action plans in six specific sectors. By introducing an early CC planning the project will help set up "carbon neutral" event and unleash the potential for GHG emission reduction during preparation to convening the Sochi Olympics. In doing so the MSP will come up with an integrated programmatic approach (a set of project proposals) for the Greening of the Sochi Olympics.	Games and legacy GHG mitigation Action Plan GHG mitigation Additional financing leveraged for GHG mitigation measures and projects	Lack of coordinated GHG mitigation efforts and targets means transparency and sustainability is not assured The baseline Games GHG emissions and mitigation targets will be established during the baseline survey at project onset.	Integrated Action Plan for GHG mitigation including monitoring and reporting to support the Carbon Neutral Games target of the Sochi 2014 Winter Olympics Environmental Strategy by end of year 1 Minimum 10% reduction of direct GHG emissions related to Olympic development, staging and legacy (operations, building and transport) as a clear target of the Sochi 2014 Climate Neutral Games Action Plan High quality, sustainable offset projects with long-term regional and national impact. USD 20 million additional financing for GHG mitigation measures/projects leveraged by the end of project as a direct result of project	Action Plan adopted by Sochi 2014 Organizing Committee Official GHG monitoring body 3rd party verification Sustainability Reports Project reports	

Project Strategy	Indicator	Baseline	Target	Sources of Verification	Assumptions
			activities		
<u>Outcome 1 "Green building standards":</u> An Action Programme for introducing green standards for Sochi Olympics construction and further replication	Energy performance of venue building designs GHG mitigation for construction and operation of Olympic venue buildings Follow-up building project(s) with leveraged financing	venue buildings are required to meet energy efficiency requirements of national building standards baseline energy requirements and GHG impact will be established during the baseline survey at project onset	Minimum 10% reduction of baseline lifecycle energy requirements of Olympic venue buildings compared to 2007 building code requirements by 2014 Minimum 10% reduction in GHG impact during construction and operations of the Olympic venues.compared to 2007 business as usual scenario by 2014 Uptake of 2-3 demonstration projects for integrated EE and RE design to Olympic venues as a direct result of project activities by the end of the project (USD 10 million financing leveraged)	Olympstroy project evaluation reports monitored heat and power consumptions Official GHG monitoring body 3rd party verification Sustainability Reports Construction/planning documents of investors	Enforcement of green building and procurement measures outlined in green building action plan Realization of green building demonstration projects and integration of similar EE measures in subsequent construction projects
Output 1.1 Training programme on green building practices for Olympstroy and other agencies involved in Olympic construction	workshop number of participants	Lack of instruction for meeting EE targets for Olympic Venue buildings. Opportunities for cost-effective EE measures are not integrated in planning	Workshop on building EE and GHG reduction in planning, construction and operation minimum 40 participants by end of 1st year	workshop report	promotion and enforcement of green building practices Uptake of best practice by venue planners
Output 1.2 Public outreach including identification and development of flagship green building projects within the Olympic Venues	Number of identified building EE demonstration projects Preliminary design	venue buildings are required to meet energy efficiency requirements of national building standards	Identification of 2-3 high-profile EE/RE demonstration projects within the Olympic venues	Olympic building EE demonstration projects report	Construction of OV flagship building by project partner Glavstroy

Project Strategy	Indicator	Baseline	Target	Sources of Verification	Assumptions
	applying integrated building EE design methodology	no specific EE building demonstration projects identified or developed	Preliminary integrated EE design and simulation of one flagship residential within the Olympic village by end of first year – cooperation of international and local partners	Preliminary design with baseline and optimized energy simulation report of OV flagship building	Management replication of best practice in integrated EE design
Output 1.3 Feasibility study and action plan for further cost-effective GHG mitigation in venue planning, construction and operation phases	identified building EE targets integrated venue-wide strategy	building-by building approach without clear EE targets over baseline Opportunities to develop and demonstrate energy saving design and construction projects in line with the 2009 Law on Energy Saving are not explored	Preliminary estimate of baseline and games-related building energy requirements by end of first year Strategic approach to reduce GHG emissions resulting from Olympic venue construction and operations by 10% developed by end of project	Green buildings Action Plan Olympstroy MoU	Enforcement of EE building and building management Conscientious end-use
Output 1.4 Model TOR for public procurement incorporating green standards	number of copies distributed	lack of green building procurement guidelines	Green procurement guidelines distributed to 50 contractors and building firms by end of project	project reports	use of green procurement recommendations
Outcome 2 "Energy efficiency and power planning": Integrated Strategy and Action Plan for energy efficiency	power and heat supply capacities and efficiencies GHG mitigated demonstration projects	Sochi imports much power from surrounding regions. Olympic infrastructure projects are based on gas line extensions for existing facility refurbishments & new Adler 360MW CHP No demo projects planned	Power planning Action Plan targeting reduction in baseline GHG emission from energy supply of 10% (with option of cost-efficient offset projects) by end of 1st year 1-2 low carbon heat&power supply demonstration projects realized for Olympic games	Action Plan MoU w/ Olympstroy/ regional authorities GHG monitoring body	commitment of utilities to implement
Output 2.1	comprehensive	-	Preliminary GHG inventory	project reports	complete and

Project Strategy	Indicator	Baseline	Target	Sources of Verification	Assumptions
Inventory of planned heat and power supply and demand infrastructure	overview of energy supply, demand and consumption chain and related GHG emissions		for games-related power and heat generation by end of first year		reliable data is made available
Output 2.2 Compendium of EE solutions for heat and power supply and consumption	comprehensive overview of GHG mitigation solutions for energy supply and consumption	-	Discussion paper for GHG mitigation through supply side EE improvements at the regional level and the option of using remote projects for carbon offsets by end of first year	document	solutions can be implemented within time constraints
Output 2.3 Interagency EE committee for preparation to and convening the Olympic Games	agency and agenda	-	Integrated strategy to reduce GHG footprint of management and operations before and during the games by end of project	meeting reports	
Output 2.4 Design of the Strategy and Action Plan for CC mitigation through power planning and energy efficiency with specific recommendations for low-carbon solutions for the Olympic investment projects	Pre-feasibility study for Adler Landfill Gas Recovery project Low-carbon Energy Supply demonstration project(s) Action Plan	proposed Adler landfill gas project is not included in Olympic investment commitments. Feasibility assessment is not planned. No low-carbon power/heat supply demo projects have been identified	Pre-feasibility for Adler Landfill Gas Recovery project Identification of 1-2 demonstration project(s) Strategic approach and action programme to reduce GHG emissions resulting from heat and power generation and distribution during preparation, games and post-game periods by end of 1st yr.	Proejct report Action Plan document MoU of stakeholders	Krasnodar Reg. Administration has already indicated interest in landfill gas recovery within budgets for landfill waste sites (USD 54m.) Realization of demo-project(s)
<u>Outcome 3 "Renewable energy technologies":</u> Reducing GHG emissions through increased application of renewable energy technologies at 2014 Olympics.	Percentage of energy demand covered by renewable energy sources	-existing and planned facilities (baseline will be determined within output 3.2)	20% energy from renewable energy sources for the games (or compatible sustainable renewable energy projects realized as offsets) during	Action Plan Olympstroy and Utilities	Implementation within games schedule

Project Strategy	Indicator	Baseline	Target	Sources of Verification	Assumptions
	Number of RE demonstration projects realized for Games	No specific RE demo projects planned	staging of the Games 3 RE demo projects realized as direct result of this project		
Output 3.1 Compendium of renewable energy solutions	comprehensive overview of RE solutions at utility and building levels as applies to games and region	-	Working paper on the application of renewable energy technologies (solar, wind, geothermal, biogas, etc) at the utility level and at the building level. by end of 1st yr	report	availability of base data
Output 3.2 Inventory of existing and planned power supply and construction infrastructure which accommodates renewable energy sources	comprehensive overview of RE sources in existing and planned game facilities	project-by -project assessment	Baseline calculation of existing and planned contributions from renewable energy sources by end of 1st yr	report	availability of base data
Output 3.3 Feasibility study and financing plan with specific recommendations for renewable energy solutions (solar, wind, hydropower) for the Olympic investment projects	feasibility study number of renewable energy demonstration projects identified building integrated RE design concept	-	Feasibility study to identify most effective RE solutions for games 3-5 potential Olympic flagship demonstration projects identified by end of 1st year Preliminary integrated EE/RE design study for Eco. Education & Research Center	feasibility study Project report Design study	Project partners realize demo projects (MNR has budget of 2.65 million for Eco Center) engagement of RE technology producers and sponsors
Output 3.4 Guidelines and methodologies for assessing regional potential, feasibility and investment planning and increasing the use of renewable energy sources for the Games	guidelines	no targets and comprehensive approach	Strategic approach to achieve minimum 20% energy from renewable sources for the games (or to support compatible sustainable renewable energy projects	Guidelines, methodologies MoU of stakeholders	timely implementation by stakeholders

Project Strategy	Indicator	Baseline	Target	Sources of Verification	Assumptions
			through carbon offsets) by end of first year		
<u>Outcome 4 "Low carbon transport":</u> An integrated strategy and action plan for reducing GHG emissions from transport during preparations and convening of the Olympics.	Action Plan percentage reduction of GHG emissions from transport	Transport infrastructure projects are defined in 2007 bid documents baseline determined with current Olympic Traffic Master Plan in Output 4.1	Low-Carbon Transport Action Plan with minimum 10% reduction of GHG from transport from baseline through integrative planning, procurement and public transport promotion during staging of the Games	Action Plan MoU with SOOC	Implementation of Action Plan and projects/ events by project partners
Output 4.1 Travel demand survey	GHG inventory of transport	Olympic Transport Plan traffic simulations	Analysis of modes of transport and size of infrastructure. Transport GHG inventory projection for games period to serve as a baseline by end of first year	report	availability of base data
Output 4.2 Compendium of alternative transport solutions and technologies including zero-emission transport for Olympics	comprehensive overview of green transport solutions and potential for Sochi	-	Working paper of GHG reduction solutions for transport which are being applied in Sochi and best practice strategies which would further support GHG mitigation by end of first year	working paper	
Output 4.3 Integrated planning for reducing GHG emissions from transport with specific recommendations for low-carbon solutions for the Olympic investment projects	Case study Action Plan to reduce GHG from games transport	- -	Transport related GHG mitigation case study: Sochi Imeretinski Port Facilities – best practice and recommendations by end of 1st year Strategy, feasibility study and action plan towards sustainable transport systems for Olympic Games operations	Project report Action plan MoU with SOOC	Adoption of strategic plan. (project partner Glavstroy Management is building and operating the port facilities & post-games marina= stakeholder involvement)

Project Strategy	Indicator	Baseline	Target	Sources of Verification	Assumptions
Output 4.4 Training for municipal authorities and state agencies on integrated transport planning	number of participants at training session	-	To create by the end of the project a framework for a sustainable legacy on low-carbon transport facilities and infrastructure in the Sochi region and mountain area minimum 20 participants	event report	
Outcome 5 "Carbon offsets": Sochi Carbon Offsets Programme	Carbon offsetting according to international best practice	No offsetting has taking place	Sound and sustainable carbon offset of GHG directly caused by the Sochi Olympics	Monitoring report	The offsetting programme is implemented
Output 5.1 Establishing a GHG inventory and tracking system including a baseline (Sochi regional 2007 emissions and 2014 projections) and a tool to monitor the emissions caused by the event	baseline calculation monitoring system	No regional GHG inventory in place; only aggregated data are available	Baseline data is calculated by end of 1st year and approved Monitoring system is established and operational by end of project	External auditor (to be contracted)	All data for the baseline setting is available from official sources
Output 5.2 Review of international best practice and feasibility study for Sochi Carbon Offset programme	feasibility study finalized	An environmental strategy including a rough concept for offsetting emissions has been developed by the Organization Committee	A detailed feasibility study is developed, which includes the following points: • project boundary • recommend GHG offsetting programme and projects for offsetting • international experiences • emissions projection • financing requirements by end of project	Feasibility study	The feasibility study will provide a management plan for the implementation of the offsetting programme
Output 5.3 Outreach programme and leveraging partnerships for the implementation of the programme	marketing concept developed sponsoring packages defined	No information about environmental impacts of the event is publicly available. No private funding will be	An outreach programme developed by end of the 1st year. The programme shall include identification and financing programme for the supply of	Outreach Program MoU with SOOC	Programme leverages additional financing to realize carbon mitigation

Project Strategy	Indicator	Baseline	Target	Sources of Verification	Assumptions
		available for the greening of the event.	high quality carbon credits for offsetting as well as the development and implementation of comprehensive sponsoring packages in order to attract sponsors to contribute to the climate neutral target of the Sochi 2014 Games.		projects
Outcome 6 "Public awareness and advocacy strategy": A comprehensive public awareness, advocacy and outreach programme		-	Public Awareness and Engagement in Carbon Neutral Games Programme by Games time		
Output 6.1 Stock taking of awareness and outreach tools for large international events greening	Working paper	-	Working paper on public outreach potential and engagement targets for Sochi 2014.within first 6 months	Working paper	
Output 6.2 Building partnerships with key players, private sector, media	Action programme for public awareness and engagement	-	Strategic programme for optimizing public outreach and engagement in carbon neutral games and legacy by end of first year	Action program MoU	
Output 6.3 Outline of a coordinated interagency campaign on Climate Change and Greening Legacy.	strategic paper	-	Strategy for CC and Green Games Legacy Campaign acknowledging and promoting the roles of UNDP, GEF and UNEP by end of project	strategic paper	
Output 6.4 – Website Integration	development of the Environment pages of the Sochi 2014 website	Sochi 2014 website currently refers to the Environmental strategy for information without in-depth projects or targets	Ensure that a whole section of the Sochi Olympics official website is dedicated to the "Greening of the Sochi Olympics". This will involve outlining on the Sochi Olympic games website all of the activities that are being	Sochi 2014 website	

Project Strategy	Indicator	Baseline	Target	Sources of Verification	Assumptions
			undertaken as part of this project.		

Annex 3: Itinerary and list of persons interviewed

Preliminary itinerary in Sochi and Moscow

Date, time	Interviewee	Place
28.10 after 15:00	Sochi 2014 Organizing Committee Irina Komissarova – *Project partner*, A. Averchenkov - expert, N.Olofinskaya, UNDP S. Tambiev, UNDP	SOC office, Hotel Ayvazovsky
29.10 10:00- 17:00	A.Naumov – *contractor, TSNIIPrpomzd* A.Nakhutin-*contractor, IGCE,* V.Berdin-*expert*, DOW Chemical – *SOC's carbon partner* Dr. Nicolletta Piccolrovazzi	During Seminar brakes in Dendrarium, Sochi
30.10 15:00-16:00	G.Vatletsov, L.Averbukh –*partners, SC Olympstroy* Mr. Nick Nuttall, UNEP	At a hall of Ayvazovsky hotel
31.10 После 15:30	C.Simmons – Best FootForward, *expert* V.Venchikova – *Project National Director,* MNRE R.Ismailov – contractor, NGO "Green Standards"	Congress Hall (Radisson Blew Hotel)
01.11 16-18:00	O.Pluzhnikov – deputy director, Department of State Regulation V. Maksimov, Head of Energy Efficiency Unit	MED office

Dr. Lari – Skype conference, February 10, 2014

Adil

Ms. Svetlana Golubeva – Skype conference, March 27, 2014

Annex 4: List of documents reviewed

General documentation

- UNDP Programme and Operations Policies and Procedures
- UNDP Handbook for Monitoring and Evaluating for Results
- GEF Monitoring and Evaluation Policy
- GEF focal area strategic programme objectives
- UNDP Development Assistance Framework
- UNDP Country Programme Document
- UNDP Country Programme Action Plan
- Project-Level Evaluation: Guidance for Conducting Terminal Evaluations of UNDP-Supported GEF-Financed Projects, UNDP 2012

Project documentation

- Project Document and Request for CEO Endorsement
- LogFrame Matrix
- Inception Report
- Annual Work Plans 2011-2014
- Annual Project Reports
- Project Implementation Review (PIR)
- Combined delivery Reports (CDR) 2011-2013
- Quarterly Reports
- Project Steering Committee Meeting minutes
- Project internal financial records
- Project Seminar presentations
- Updated risk log
- Contractors reports, presentations

Other relevant documentation

- Russian Federation Government Resolution of December 29, 2007 N 991 "About building Olympic facilities And Development of Sochi as a mountain resort"
- Programme of Building Olympic facilities and development of Sochi as a mountain resort of December 29, 2007 N 991
- Sochi 2014 Proposes Plans for Sustainable Development of Olympic Mountainside Settlements (Sochi 2014 Organizing Committee)
- Program of action in the field of sustainability within the Olympic project for 2011 – 2014 (Sochi 2014 Organizing Committee)
- Helping Deliver More Sustainable Olympic Games, DOW Becomes the Official Carbon Partner of Sochi 2014 – Press release, SOCHI, Russia, (March 13, 2013)

Project web sites:

http://greening-sochi2014.isedc-u.com

http://mnr2014.ru/

http://www.undp.ru/index.php?iso=RU&lid=1&cmd=programs&id=206

Annex 5: Summary of reviewed key project deliverables, reports and studies

Outcome 1: Green Building Standards

1. Research of institutional aspects of introduction of carbon reporting standards (The summary report), R. Kazakov, N. Korobova, T. Guseva, Ya. Molchanova
2. Analysis of the international experienct on development of national systems of the carbon reporting and possibility of its application in the Russian Federation (Presentation), R. Kazakov
3. Proposal to introduce carbon component into the Russian «green» standard of building on the basis of international experience (Presentation), N. Korobova
4. Development of proposal to include carbon component in the «Green building standard» (Report), T. Guseva, Ya. Molchanova
5. «Carbon» risks of the export-oriented companies of Russia (Presentation), A. Galenovich
6. Manual on procurement green standards, SC «Olympstroy»
7. Final Project: «The training programme «green standards» for employees of SC «Olympstroy» and other organizations engaged in construction of Olympic facilities» (Report), GREEN STANDARDS Eco-Certification Center

Outcome 2: Energy Efficiency and Power Planning

1. Processing of data obtained from the analysis of an initial situation I stage: «The power consumption analysis on separate groups of heat consumption and a power consumption of the selected representative venues of the Olympic Games Sochi-2014» II stage: «Development of indicators and criteria of a comparative assessment of energy efficiency of the selected representative venues of the Olympic Games Sochi-2014», JSC CNIIPROMZDANY
2. «Energy efficiency and planning of energy conservation. Evaluation of energy efficiency of representative venues of the Olympic Games Sochi- 2014» (Final Report), JSC CNIIPROMZDANY
3. «Energy efficiency and planning energy conservation. Evaluation of energy efficiency Representative of the Olympic Games Sochi- 2014» (Presentation), JSC CNIIPROMZDANY
4. «Energy efficiency and planning of the power conservation. Evaluation of energy efficiency of representative venues of the Olympic Games Sochi- 2014» Stage I. Collecting basic data. Analysis of an initial situation, JSC CNIIPROMZDANY

Outcome 3: Renewable Energy Technologies

1. Research on of use of renewable energy construction of Olympic venues, V. Butuzov
2. Guidelines to increase the use of renewable energy in the region of the Olympic Games, V. Butuzov

Outcome 4: Low Carbon Transport

1. Quantitative assessment of the current Sochi Transport situation and the proven sustainable improvement steps on operational and technical levels (Presentation), Masterconcept
2. Quantitative assessment of the current Sochi Transport situation and the proven sustainable improvement steps on operational and technical levels. Stage I – Situation Analysis (Report) , Masterconcept
3. Quantitative assessment of the current Sochi Transport situation and the proven sustainable improvement steps on operational and technical levels. Stage II – Transport Improvements & Systems (Report), Masterconcept
4. Quantitative assessment of the current Sochi Transport situation and the proven sustainable improvement steps on operational and technical levels. Stage III – Action Plan (Report), Masterconcept

Outcome 5: Carbon Offsets

1. Why and how Carbon Flows occur and the implications these have on the global economy (Report), P.Taylor, Carbon Trust
2. Strategic paper on carbon offsetting options (Report), Eric Malaton
3. Sochi 2014: Screening Assessment Carbon Footprint, C. Simmons, Best Foot Forward
4. Sochi 2014: Screening Assessment Carbon Footprint and Compensation Options (Presentation), C. Simmons, Best Foot Forward

Outcome 6: Public Awareness

1. «Public awareness» A brief analysis of experience of the international sporting events and an assessment of available instruments to inform of the public and coverage on climate change. Preparatory stage. (Report), JSC Mikhailov & Partners
2. «The strategy of public awareness and advocacy activities on climate change and «green heritage» during the Olympic Winter Games in Sochi» the Report on stage 1, JSC Mikhailov & Partners
3. The climate change awareness programme within the framework of a «green heritage» campaign during the Sochi 2014 Olympic Games (Presentation), JSC Mikhailov & Partners

Annex 6: Final evaluation TOR

UNITED NATIONS DEVELOPMENT PROGRAMME

TERMS OF REFERENCE / INDIVIDUAL CONTRACT

I. Position Information	
Position Title:	International Consultant/Final Evaluator
Type:	Individual Contract (International)
Project Title/Department:	UNDP/GEF Project 00074313 “Greening 2014 Sochi Olympics: A Strategy and Action Plan for the Greening Legacy”
Duration of the service:	25 working days (18 home based, 7 field based), from 20 October to 1 February 2013
Duty station:	Home-based with one 7 day mission to Moscow and Sochi (October – November, 2013)
Reports to:	Head of Project Support Office UNDP Russia

II. Background

1. Standard UNDP/GEF Monitoring and Evaluation Requirements

The Monitoring and Evaluation (M&E) policy at the project level in UNDP/GEF has four objectives: i) to monitor and evaluate results and impacts; ii) to provide a basis for decision making on necessary amendments and improvements; iii) to promote accountability for resource use; and iii) to document, provide feedback on, and disseminate lessons learned. A mix of tools is used to ensure effective project M&E. These might be applied continuously throughout the lifetime of the project – e.g. periodic monitoring of indicators -, or as specific time-bound exercises such as mid-term reviews, audit reports and final evaluations.

In accordance with UNDP/GEF M&E policies and procedures, all regular and medium-sized projects supported by the GEF should undergo a final evaluation upon completion of implementation. A final evaluation of a GEF-funded project (or previous phase) is required before a concept proposal for additional funding (or subsequent phases of the same project) can be considered for inclusion in a GEF work program. However, a final evaluation is not an appraisal of the follow-up phase.

Final evaluations are intended to assess the relevance, performance and success of the project assessed against the objectives and indicators outlined in the project document. The final evaluation looks at early signs of potential impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. It will also identify/document lessons learned and make recommendations that might improve design and implementation of other UNDP/GEF projects.

2. Project Background and Overview

In 2014 Sochi will host the XXII International Winter Olympic Games. A massive investment into sport infrastructure, visitor and accommodation facilities, power supply and transport infrastructure and environment protection is planned. The Russian Government is committed to demonstrate adherence to international environmental standards and state-of-the-art low carbon energy efficiency technologies in the course of the event. Ensuring a carbon-neutral event in particular is key component for the concept of a Green Olympics and other international sporting events.

The Ministry of Natural Resources and Environment of the Russian Federation (MNRE) jointly with the United Nations Development Programme in Russia (UNDP) implements the GEF-funded project “Greening 2014 Sochi Olympics: A Strategy and Action Plan for the Greening Legacy”. The project develops greening recommendations and action plans and helps to set up "carbon neutral" event and unleash the potential for GHG emission reduction during preparation to and convening the Sochi Olympics. In doing so the project assisted in developing a Greening Legacy of the Sochi Olympic Games to be utilized by the other large international sporting events such as Olympic Games, World Cup and others.

The project started in January 2011 and was originally due to finish in December 2012 but due to its slow start the project and the need to carry out adaptive management the project has since been extended until March 2014 when it is due to close. In January 2013, the project engaged a new project management team and the project strategy was modified with the aim of better being able to meet the project objectives and outcomes. The overall objective of the project as defined in the project document was:

to produce a Greening Strategy and Action Plan for the 2014 Winter Olympics in Sochi. The project will develop ‘greening recommendations and action plans in six specific sectors. By introducing an early CC planning the project will help set up "carbon neutral" event and unleash the potential for GHG emissions reduction during preparation to and convening the Sochi Olympics. In doing so the MSP project will come up with an integrated programmatic approach (a set of project proposals) for the Greening of Sochi Olympics.’

The following project outcomes have been envisaged by the project:

Outcome 1 “Green building standards”: An Action Program for introducing green standards for Sochi Olympics construction and further replication

Outcome 2 “Energy efficiency and power planning”: Integrated Strategy and Action Plan for energy efficiency

Outcome 3 ”Renewable energy technologies”: Reducing GHG emissions through increased application of renewable energy technologies at 2014 Olympics.

Outcome 4 ”Low carbon transport”: An integrated strategy and action plan for reducing GHG emissions from transport during preparations and convening of the Olympics.

Outcome 5 ”Carbon offsets”: Sochi Carbon Offsets Programme

Outcome 6 ”Public awareness and advocacy strategy”: A comprehensive public awareness, advocacy and outreach program

Key project stakeholders include: The Ministry of natural resources and environment of Russian (MNRE – National Executing Partner), Sochi-2014 Organizing Committee, State Corporation "Olympstroy", Sochi City Administration, Krasnodar Kray Administration, Olympic Partners and Investors.

III. Functions / Key Outputs Expected

1. EVALUATION OBJECTIVES

This Final Evaluation (FE) is initiated by UNDP as the GEF Implementing Agency for this project and it has as its main objective to assess the results of the project against the stated objectives and outcomes. The final evaluation aims to provide stakeholders (at the Project Implementation Unit, National Implementing Partner – MNRE, UNDP Russia Project Support Office, UNDP-GEF Regional Support Centres, UNDP-GEF HQ, and GEF Secretariat) with a comprehensive overall assessment of the project and an opportunity to critically assess operational, administrative and technical strategies, issues and constrains associated with large international and multi-partner initiatives. The final evaluation will also collate and analyze lessons learn and best practices obtained during the period of the project implementation that can be further taken into consideration during development and implementation of other GEF projects in Russia and elsewhere in the world. The final evaluation will be made public by UNDP and will also be made available to the GEF Secretariat. As GEF projects are focused on delivering global environment benefits, a main purpose of the evaluation will be to determine to what extent the global environment benefits have been delivered by the project.

<u>The purpose of the Evaluation is:</u>

- To assess overall performance against the Project objectives and outcomes as set out in Project Document meaning to what extent has this project contributed to the greening of the Sochi Olympic games
- To assess the cost-effectiveness and efficiency of the Project against the project objectives and outcomes
- To assess the extent to which the project has delivered global environmental benefits , as defined in the project document in terms of tonnes of carbon dioxide avoided, as a result of the projects interventions;
- To critically analyze the implementation and management arrangements of the Project

- To assess the sustainability of the Project's interventions with a particular focus on the global environmental benefits;
- To list and document initial lessons concerning Project design, implementation and management with recommendations for future improvement
- To assess Project relevance to national priorities and to GEF focal area strategies

The evaluation will have to provide the GEF Secretariat with complete and convincing evidence to support its findings/ratings. The evaluator should prepare specific ratings on specific aspects of the project, as described in section "Scope of the Evaluation" and ANNEX 3 of this Terms of Reference. Particular emphasis should be put on the project results, impacts and sustainability.

Project performance will be measured based on Project's Logical Framework Matrix (see Annex 2), which provides clear performance and impact indicators for project implementation along with their corresponding means of verification. Success and failure will be determined in part by monitoring changes in baseline conditions. During the inception period the Logical Framework Matrix was updated, along with a number of indicators which were revised to render more clarity and rigidity to the system.

The evaluator is expected to work with key project stakeholders, including UNDP Russia Project Support Office, UNDP-Bratislava Regional Centre, MNRE of the Russian Federation, Sochi-2014 Organizing Committee, State Corporation "Olympstroy", Sochi City Administration, Krasnodar Kray Administration, Olympic Partners and Investors, professional community and experts.

The Report of the Final Evaluation will be stand-alone document that substantiates its recommendations and conclusions.

2. SCOPE OF THE EVALUATION

The evaluation should assess the range of aspects described below. The applicable rating criteria are as follows:

6: Highly Satisfactory (HS): no shortcomings

5: Satisfactory (S): minor shortcomings

4: Moderately Satisfactory (MS): moderate shortcomings

3: Moderately Unsatisfactory (MU): significant shortcomings.

2: Unsatisfactory (U): major problems

1: Highly Unsatisfactory (HU): severe problems

Ratings for **Sustainability** assessment are as follows:

4: Likely (L): negligible risks to sustainability

3: Moderately Likely (ML): moderate risks

2: Moderately Unlikely (MU): significant risks

1: Unlikely (U): severe risks.

Additional ratings where relevant:

N/A: Not Applicable

U/A: Unable to Assess

All ratings given should be properly substantiated.

Project Concept and Design: The evaluator will review the problem addressed by the project and the project strategy, encompassing an assessment of the appropriateness of the objectives, planned outputs, activities and inputs as compared to cost-effective alternatives. The executing modality and managerial arrangements should also be judged. The evaluator will assess the achievement of indicators and review the work plan, planned duration and budget of the project. The project was designed to help green the Sochi Olympic games and leave a greening legacy. The final evaluator will need to determine the extent to which the activities and outputs of the project have contribute to greening the Sochi Olympic games and to delivering global environment benefits, as defined by the GEF.

Project Implementation: The evaluation will assess the implementation of the project in terms of quality and timeliness of inputs and efficiency and effectiveness of activities carried out. Also, the effectiveness of management as well as the quality and timeliness of monitoring and backstopping by all parties to the project should be evaluated. In particular, the evaluation is to assess the Project team's use of adaptive management in project implementation.

Project outputs, outcomes and impact: The evaluation will assess the outputs, outcomes and impact achieved by the project as well as the likely sustainability of project results. This should encompass an assessment of the achievement of the immediate objectives and the contribution to attaining the overall objective of the project. The evaluation should also assess the extent to which the implementation of the project has been inclusive of relevant stakeholders and to which it has been able to create collaboration between different partners. The evaluation will also examine if the project has had significant unexpected effects, either of beneficial or detrimental character.

To determine the level of achievement of project outcomes and objectives following three criteria should be assessed according to the ratings provided above:

- ***Relevance*:** Are the project's outcomes consistent with the GEF focal areas/operational program strategies and country priorities?
- ***Effectiveness*:** Are the actual project outcomes commensurate with the original or modified project objectives? In case the original or modified expected results are merely outputs/inputs then the evaluators should assess if there are any real outcomes of the project and if yes then whether these are commensurate with the realistic expectations from such a project.
- ***Efficiency*:** Is the project cost effective? Cost-effectiveness can be measured in terms of dollars spent per tonnes of co2 reduced. Is the project a least cost option or would other interventions likely have been more cost-efficient? Since the project implementation was delayed how has that affected cost-effectiveness? Wherever possible, the evaluator should also compare the cost-time vs. outcomes relationship of the project with that of other similar projects measuring the amount of GEF funding spent when compared to the global environmental benefits of the project (i.e – tonnes of CO2 reduced).

The evaluation will also cover the following aspects:

2.1. Results

a. Changes in development conditions:

- Are project outcomes contributing to national development priorities and plans?
- How and why did project activities and strategies contribute to the achievement of the expected results and outcomes?
- Did the project consult and make use of the skills, experience and knowledge of the appropriate government entities, NGOs, community groups, private sector, local governments and academic institutions in project activities?
- Did the co-financing stated in the project document ($13.57 million USD) materialize and how was this co-financing useful in helping the project to deliver its intended outcomes?
- Did the project deliver the CO2 reductions that were referred to in the project document and thereby help to green the Sochi Olympic games? (refer to page 12 and 13 of the project document)

b. Measurement of change:

Achievement of results should be based on a comparison of indicators before and after the project intervention to the baseline ones. A particular emphasis should be placed upon measurement of the tonnes of co2 reduced by the project activities and outputs as they contributed to the greening of the Sochi Olympic games. The evaluation should specifically look into whether the project helped building the legacy of the Sochi 2014 carbon management programme in the regulatory field, capacity building, technology demonstration and awareness of climate change.

c. Project strategy

Was the project strategy effective in helping to deliver the intended results and outcomes?

d. Sustainability:

- Assess the extent to which the benefits of the project will continue, within or outside the project scope, after it has come to an end; commitment of the government to support the initiative beyond the project
- The evaluators may look at factors such as mainstreaming project objectives into the broader development policies and sectoral plans and economies.

- The sustainability assessment will give special attention to analysis of the risks that are likely to affect the persistence of project outcomes. The sustainability assessment should also explain how other important contextual factors that are not outcomes of the project will affect sustainability.
- The following four dimensions or aspects of sustainability should be addressed:
  - ***Financial resources:*** Are there any financial risks that may jeopardize sustenance of project outcomes? What is the likelihood of financial and economic resources not being available once the GEF assistance ends (resources can be from multiple sources, such as the public and private sectors, income generating activities, and trends that may indicate that it is likely that in future there will be adequate financial resources for sustaining project's outcomes)?
  - ***Socio-political:*** Are there any social or political risks that may

jeopardize sustenance of project outcomes? 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? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project?

- ***Institutional framework and governance:*** Do the legal frameworks, policies and governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems for accountability and transparency, and the required technical know-how are in place.
- ***Environmental:*** Are there any environmental risks that may jeopardize sustenance of project outcomes? The terminal evaluation should assess whether certain activities will pose a threat to the sustainability of the project outcomes.

- Each sustainability dimension of the project outcomes should be rated as described above in application to Sustainability.

2.2 Project's Adaptive Management Framework

a. Monitoring systems

- Assess the monitoring tools currently being used:
- Do they provide the necessary information?
- Do they involve key partners?
- Are they efficient?
- Are additional tools required?
- Assess the use of the logical framework as a management tool during implementation and any changes made to it.
- What impact did the retro-fitting of impact indicators have on project management, if such?
- Assess whether or not M&E system facilitates timely tracking of progress towards project's objectives by collecting information on chosen indicators continually; annual project reports are complete, accurate and with well justified ratings; the information provided by the M&E system is used to improve project performance and to adapt to changing needs.

b. Risk Management

- Validate whether the risks identified in the project document and PIRs are the most important and whether the risk ratings applied are appropriate. If not, explain why.
- Describe any additional risks identified and suggest whether the risk ratings and possible risk management strategies that were adopted were successful.
- Assess the project's risk identification and management systems:
- Is the UNDP-GEF Risk Management System[2] appropriately applied?
- How can the UNDP-GEF Risk Management System be used to strengthen the project management?
- The Project Management changed half way through the Project (January 2013). How was this change beneficial/detrimental to the achievement of the project objectives and outcomes? Please assess the change in Project Management and its impact on the project.

[2] UNDP-GEF's system is based on the Atlas Risk Module. See the UNDP-GEF Risk Management Strategy resource kit, available as Annex XII at http://www.undp.org/gef/05/monitoring/policies.html

c. Work Planning

- Assess the use of routinely updated work plans.
- Assess the use of electronic information technologies to support implementation, participation and monitoring, as well as other project activities.
- Are work planning processes result-based[3]? If not, suggest ways to re-orientate work planning.

d. Financial management

- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions. (Cost-effectiveness: the extent to which results have been delivered with the least costly resources possible.). Any irregularities must be noted.
- Is there due diligence in the management of funds and financial audits?
- Did promised co-financing materialize (please fill out the co-financing form provided in Annex 1)?

e. Reporting

- Assess how adaptive management changes have been reported by the project management.
- Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

f. Delays

- Assess if there were delays in project implementation and what were the reasons.
- Did the delay affect the achievement of project's outcomes and/or sustainability, and if it did then in what ways and through what causal linkages?

2.3 Contribution of Implementing and Executing Agencies

- Assess the role of UNDP and the MNRE of the Russian Federation against the requirements set out in the UNDP Programme and Operations Policies and Procedures[4]. Consider:
- Field visits;
- Participation in Steering Committee meetings;
- Project reviews, PIR preparation and follow-up;
- GEF guidance;
- Operational support.
- Consider the new UNDP requirements outlined in the UNDP Programme and Operations Policies and Procedures, especially the Project Assurance role, and ensure they are incorporated into the project's adaptive management framework.
- Assess the contribution to the project from UNDP and the MNRE of the Russian Federation in terms of "soft" assistance (i.e. policy advice & dialogue, advocacy, and coordination).
- Suggest measures to strengthen UNDP's and Ministry's soft assistance to the project management.

[3] RBM Support documents are available at http://www.undp.org/eo/methodologies.htm
[4] Available at http://content.undp.org/go/userguide/results/project/

2.4 Stakeholder participation, partnership strategy

- Assess whether or not and how local stakeholders participate in project management and decision-making. Include an analysis of the strengths and weaknesses of the approach adopted by the project and suggestions for improvement if necessary.
- Does the project consult and make use of the skills, experience and knowledge of the appropriate government entities, NGOs, community groups, private sector, local governments and academic institutions in the implementation and evaluation of project activities?
- Consider the dissemination of project information to partners and stakeholders and if necessary suggest more appropriate mechanisms.
- Identify opportunities for stronger partnerships.

3. METHODOLOGY FOR EVALUATION APPROACH

The evaluator should seek guidance for his/her work in the following materials, which could be found at www.undp.org/gef:

- UNDP Handbook on Monitoring and Evaluation for Results
- UNDP Evaluation Policy kit

It is recommended that the evaluation methodology include the following:

- Documentation review (desk study), to include Project Document, Inception Report, annual GEF Project Implementation Reports, Minutes of the Steering Committee meetings, GEF quarterly project updates (for more details see ANNEX 4);
- Interviews with Project Management Unit and key project stakeholders, including UNDP Russia Project Support Office, Ministry of Natural Resources and Environment of the Russian Federation, and other stakeholders listed above;
- In-country field visit.

The evaluation must provide evidence-based information that is credible, reliable and useful. It must be easily understood by project partners and applicable to the remaining period of the project.

4. EVALUATION DELIVERABLES

The core product of the Final Evaluation will be the Final Evaluation Report that will include:

- *Executive summary;*
- *Introduction;*
- *Findings and conclusions in relation to issues to be addressed identified under the* Scope of Evaluation *section of this TOR;*
- *Recommendations;*
- *Lessons Learned;*
- *Annexes.*

The draft and final report will be written in the format outlined in ANNEX 1 of this TOR. The expected length of the report is around 50 pages in total. The first draft of the report is expected to be submitted to the UNDP Russia Project Support Office and the UNDP Bratislava regional Centre within approximately **3 weeks** (will be agreed upon in the beginning of the consultancy assignment) of the in-country mission for subsequent circulation to the key project stakeholders for comments. The final evaluation should be aimed to be completed within 6 weeks of the start of the assignment. Any discrepancies between the interpretations and

findings of the evaluator and the key project stakeholders will be explained in an annex to the final report.

The report will be submitted both electronically and in printed version, in Russian and English.

The report will be supplemented by rate tables (ANEX 3).

IV. Tentative timeframe

The evaluation mission in Russia will take place in October - November 2013. The total duration of the assignment will be 25 working days during the calendar period of 3 months and 10 days (20 October 2013 – 01 February 2014). The following tentative timetable is recommended for the evaluation, however, the final schedule will be agreed upon in the beginning of the consultancy assignment:

Desk review,

development of methodology 2 days (tentatively during 20-25 October, 2013)

In-country field visits, interviews, 7 days (tentatively during 25 Oct. – 10 Nov. 2013)

Collection and review of technical

reports and project materials 8 days (tentatively during 10 Nov. 2013 – 10 Jan. 2014)

Drafting report 5 days (tentatively during 10-15 January, 2014)

Draft report circulation (tentatively during 15-25 January, 2014)

Finalization of report 3 days (tentatively during 25-28 January, 2014)

Prior to approval of the final report, a draft version shall be circulated for comments to the stakeholders and project management. UNDP and the stakeholders will submit comments and suggestions within 10 working days (within the calendar period agreed) after receiving the draft. All comments and suggestions (if any) shall be addressed and the report will be considered as the final deliverable as soon it is accepted by UNDP.

The final version of the evaluation report should be submitted in electronic format (MS Word) to UNDP Russia Project Support Office (Ms. Natalia Olofinskaya, address: 9, Leontyevsky Pereulok, 125009, Moscow, Russian Federation, tel. +7 495 787-21-00; fax +7 495 787-21-01, e-mail: nataly.olofinskaya@undp.org and sergey.tambiev@undp.org) and to Mr John O'Brien, UNDP BRC Regional Technical Advisor on Climate Change (john.obrien@undp.org) no later than **February 01, 2014**.

Deliverable	Timeframe
1. Desk review, development of methodology	2 days
2. Mission to the Russian Federation, including briefings for evaluators by project management and UNDP Project Support Office, in-country field visits, interviews, de-briefings for UNDP CO	7 days
3. Review of technical project reports and materials	8 days

4. Drafting of the evaluation report	5 days
5. Finalization of the evaluation report (incorporating comments received on first draft)	3 days

V. Payment Conditions

This is a lump sum contract that should include costs of consultancy and international travel costs (in-country travel cost will be covered by the project), accommodation and meal costs (DSA or per diems in Moscow and Sochi) required to produce the above deliverables. Payment will be released in 2 installments:

- First installment (30% of total contract amount) to be made upon achievement of Deliverables 1, 2.
- Second installment (70% of total contract amount) to be made upon achievement of Deliverables 3, 4, 5.

upon timely submission of respective deliverables and their acceptance by UNDP Russia Project Support Office

V. Recruitment Qualifications

The final evaluation will be undertaken by an individual consultant or a team of two external consultants, who will be assisted by a translator/interpreter (when needed) and will receive the support of UNDP Russia Project Support Office and Project Management Team.

The evaluators selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

Education:	Advanced university degree in economics, energy, or related area
Experience:	• Extensive (at least 5-year) experience and proven track record with policy advice and/or project development/implementation in climate change, carbon management or energy efficiency; • Proven track record of application of results-based approaches to evaluation of projects focusing on energy efficiency (relevant experience in the CIS region is a requirement; and relevant experience within UN system would be an asset); • Familiarity with energy efficiency principles and relevant international best-practices; • Experience with projects related to large international events is an advantage; • Knowledge of and recent experience in applying UNDP and GEF M&E policies and procedures
Language Requirements:	Excellent English communication and writing skills, knowledge of Russian would be an asset
Others:	Demonstrable analytical skills

7. Annex 1. *OUTLINE OF FINAL EVALUATION REPORT*

1. **Executive summary**
   - Brief description of project
   - Context and purpose of the evaluation
   - Main conclusions, recommendations and lessons learned
2. **Introduction**
   - Project background
   - Purpose of the evaluation
   - Key issues to be addressed
   - The outputs of the evaluation and how will they be used
   - Methodology of the evaluation
   - Structure of the evaluation
3. **The project and its development context**
   - Project start and its duration
   - Project Implementation
   - Problems that the project seeks to address
   - Immediate and development objectives of the project
   - Main stakeholders
   - Results expected
4. **Findings and Conclusions**

   4.1 Project formulation

   - Project relevance
   - Implementation approach
   - Country ownership/Driveness
   - Stakeholder participation
   - Replication approach
   - Cost-effectiveness
   - Sustainability
   - Linkages between project and other interventions within the sector
   - Management arrangements

   4.2 Project implementation

   - Project execution
   - Project implementation
   - Project administration
   - Project planning
   - Financial management
   - Monitoring and evaluation
   - Management and coordination
   - Identification and management of risks (adaptive management)

   4.3 Results

   - Attainment of outputs, outcomes and objectives
   - Project's Impact and Legacy
   - Prospects for sustainability
5. **Conclusions and recommendations**
   - Actions to strengthen or reinforce benefits from the project
   - Proposals for future directions underlining main objectives
   - Suggestions for strengthening ownership, management of potential risks
6. **Lessons learned**
   - Good practices and lessons learned in addressing issues relating to effectiveness, efficiency and relevance
7. **Annexes**
   - Evaluation TOR
   - Itinerary

- List of persons interviewed
- Summary of field visits
- List of documents reviewed
- Questionnaire used (if any) and summary of results
- Co-financing and leveraged resources (see Table 1 attached)
- Comments by stakeholders (only in case of discrepancies with evaluation findings and conclusions)

8. Other relevant materials

Table 1. **CO-FINANCING AND LEVERAGED RESOURCES**

Co financing (Type/Source)	IA own Financing (mill US$)		Government (mill US$)		Other* (mill US$)		Total (mill US$)		Total Disbursement (mill US$)	
	Planned**	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
– Grants										
– Loans/Concessional (compared to market rate)										
– Credits										
– Equity investments										
– In-kind support										
– Other types ***										
8. Totals										

***** Other is referred to contributions mobilized for the project from other multilateral agencies, bilateral development cooperation agencies, NGOs, the private sector and beneficiaries.

****** Planned stands for co-financing proposed at CEO endorsement

*** Please briefly describe other types of co-financing identified

8.1 Leveraged Resources

Leveraged resources are additional resources—beyond those committed to the project itself at the time of approval—that are mobilized later as a direct result of the project. Leveraged resources can be financial or in-kind and they may be from other donors, NGO's, foundations, governments, communities or the private sector. Please briefly describe the resources the project has leveraged since inception and indicate how these resources are contributing to the project's ultimate objective.

Annex 2. REVISED LOGICAL FRAMEWORK

Project Strategy	Indicator	Baseline	Target	Sources of Verification	Assumptions
Goal:					
Objective: to produce a Greening Strategy and Action Plan for the 2014 Winter Olympics in Sochi. The project will develop greening recommendations and action plans in six specific sectors. By introducing an early CC planning the project will help set up "carbon neutral" event and unleash the potential for GHG emission reduction during preparation to convening the Sochi Olympics. In doing so the MSP will come up with an integrated programmatic approach (a set of project proposals) for the Greening of the Sochi Olympics.	Games and legacy GHG mitigation Action Plan GHG mitigation	Lack of coordinated GHG mitigation efforts and targets means transparency and sustainability is not assured The baseline Games GHG emissions and mitigation targets will be established during the baseline survey at project onset.	The package of recommendations that help in the maximum possible reduction of direct GHG emissions related to Olympic development, staging and legacy (operations, building and transport). High quality, sustainable offset projects with long-term regional and national impact.	Action Plan adopted by Sochi 2014 Organizing Committee Official GHG monitoring body 3rd party verification	
<u>Outcome 1 "Green building standards":</u> An Action Programme for introducing green standards for Sochi Olympics construction and further replication.	Energy performance of venue building designs GHG mitigation for construction and operation of Olympic venue buildings Proposals for carbon standards	venue buildings are required to meet energy efficiency requirements of national building standards baseline energy requirements and GHG impact will be established during the baseline survey at project onset No standards for carbon reporting, No studies were conducted	Elaboration of practical recommendations for reduction of baseline energy requirements of Olympic venues Recommendations for the maximum possible reduction in GHG impact during construction and operations of the Olympic venues Developed proposals for the Russian government	Olympstroy project evaluation reports monitored heat and power consumptions Official GHG monitoring body 3rd party verification Sustainability Reports Reports, seminars, round tables	

Project Strategy	Indicator	Baseline	Target	Sources of Verification	Assumptions
Development of proposals to include carbon components in the "green building" standards and to introduce standards of carbon reporting in the Russian Federation					
Output 1.1 Program on "green building" practice and the assessment of effectiveness. Development of proposals for inclusion the carbon components in the "green building" standards and for introduction of the carbon reporting standards in Russia.	workshop number of participants Proposals are developed	- -	Workshop on building EE and GHG reduction in planning, construction and operation minimum 40 participants by the 2nd year Developed proposals for the Government to introduce a carbon reporting standards and the inclusion of carbon components in the "green standards"	workshop report Reports, seminars/round table with the participation of stakeholders from business and government	promotion and enforcement of green building practices Assistance in development of Russian carbon reporting
Output 1.2 Public outreach including identification and development of flagship green building projects within the Olympic Venues	design applying integrated building EE design methodology		Identification of 2-3 high-profile EE/RE demonstration projects within the Olympic venues by end of second year	conceptual design report	Realization of demonstration project replication of optimization procedures

Project Strategy	Indicator	Baseline	Target	Sources of Verification	Assumptions
Output 1.3 Feasibility study and action plan for further cost-effective GHG mitigation in venue planning, construction and operation phases	identified building EE targets integrated venue-wide strategy follow-up project(s) with leveraged financing	building-by building approach without clear EE targets over baseline Opportunities to develop and demonstrate energy saving design and construction projects in line with the 2009 Law on Energy Saving are not explored	Preliminary estimate of baseline and games-related building energy requirements by end of first year Strategic approach to reduce GHG emissions resulting from Olympic venue construction and operations by 10% developed by end of project	Olympstroy MoU	Enforcement of EE building and building management Conscientious end-use
Output 1.4 Model TOR for public procurement incorporating green standards	number of copies distributed	-	Green procurement guidelines distributed to 50 contractors and building firms by end of project	project reports	use of green procurement recommendations
Outcome 2 "Energy efficiency and power planning": Integrated Strategy and Action Plan for energy efficiency	power and heat supply capacities and efficiencies GHG mitigated	-existing and planned facilities, baseline energy demand and GHG impact will be established during the baseline survey at project onset	Package of proposals to reduce the baseline GHG emissions associated with energy supply (with option of cost-efficient offset projects)	GHG monitoring body	commitment of utilities to implement
Output 2.1 Inventory of planned heat and power supply and demand infrastructure	comprehensive overview of energy supply, demand and consumption chain and related GHG emissions	-	Preliminary GHG inventory for games-related power and heat generation by end of first year	project reports	complete and reliable data is made available
Output 2.2 Compendium of EE solutions for heat and power supply and consumption	comprehensive overview of GHG mitigation solutions for energy supply and consumption	-	Discussion paper for GHG mitigation through supply side EE improvements at the regional level and the option of using remote projects for carbon offsets by end of first year	document	solutions can be implemented within time constraints

Project Strategy	Indicator	Baseline	Target	Sources of Verification	Assumptions
Output 2.3 Interagency EE committee for preparation to and convening the Olympic Games	agency and agenda	-	Integrated strategy to reduce GHG footprint of management and operations before and during the games by end of project	meeting reports	
Output 2.4 Design of the Strategy and Action Plan for CC mitigation through power planning and energy efficiency with specific recommendations for low-carbon solutions for the Olympic investment projects	Action Plan	-	Strategic approach and action program to reduce GHG emissions resulting from heat and power generation and distribution during preparation, games and post-game periods by end of 1st yr.	document MoU of stakeholders	solutions can be implemented within time constraints
Outcome 3 "Renewable energy technologies": Reducing GHG emissions through increased application of renewable energy technologies at 2014 Olympics.	Manual for the use of renewable energy sources	-existing and planned facilities (baseline will be determined within output 3.2)	Recommendations for increasing the role of renewable energy sources for the Olympic investment projects and for Sochi as an Olympics heritage	Olympstroy and Utilities	Implementation within games schedule
Output 3.1 Compendium of renewable energy solutions	comprehensive overview of RE solutions at utility and building levels as applies to games and region	-	Working paper on the application of renewable energy technologies (solar, wind, geothermal, biogas, etc) at the utility level and at the building level. by end of 1st yr	report	availability of base data
Output 3.2 Inventory of existing and planned power supply and construction infrastructure which accommodates renewable energy sources	comprehensive overview of RE sources in existing and planned game facilities	project-by -project assessment	Baseline calculation of existing and planned contributions from renewable energy sources by end of 1st yr	report	availability of base data
Output 3.3 Recommendations for renewable energy solutions (solar, wind, hydropower) for the	feasibility study	-	Identification of most effective renewable energy solutions for games by taken as an example a demo lighting installation in	Recommendations	cooperation and commitment of venue developers to develop

Project Strategy	Indicator	Baseline	Target	Sources of Verification	Assumptions
Olympic investment projects			Sochi national park, followed by the results consideration, which can be included into offset programs by end of project		flagship installations
Output 3.4 *Guidelines and methodologies for assessing regional potential for use of renewable energy sources for the Games*	guidelines	no targets and comprehensive approach	Assessment of prepared and implemented regional projects for the energy suply from renewable sources that can help reduce the "carbon footprint" and offsetting the greenhouse gas emissions from the preparation and conduct of the 2014 Sochi Olympics	Guidelines, methodologies MoU of stakeholders	timely implementation by stakeholders
Outcome 4 "Low carbon transport": An integrated strategy and action plan for reducing GHG emissions from transport during preparations and convening of the Olympics.	Recommendations for reduction of GHG emissions from transport	baseline determined with current Olympic Traffic Master Plan in Output 4.1	Practical recommendations for reduction of GHG from transport from baseline through integrative planning, procurement and public transport promotion during staging of the Games		
Output 4.1 Travel demand survey	GHG inventory of transport	Olympic Transport Plan traffic simulations	Analysis of modes of transport and size of infrastructure. Transport GHG inventory projection for games period to serve as a baseline by end of first year	report	availability of base data
Output 4.2 Compendium of alternative transport solutions and technologies including zero-emission transport for Olympics	comprehensive overview of green transport solutions and potential for Sochi	-	Working paper of GHG reduction solutions for transport which are being applied in Sochi and best practice strategies which would further support GHG mitigation by end of first year	working paper	
Output 4.3			Plan of additional measures	action plan	implementation

Project Strategy	Indicator	Baseline	Target	Sources of Verification	Assumptions
Integrated planning for reducing GHG emissions from transport with specific recommendations for low-carbon solutions for the Olympic investment projects	Action Plan to reduce GHG from games transport	- -	towards sustainable development of transport systems for Olympic Games operations	MoU	in time for impact on Games
Output 4.4 Training for municipal authorities and state agencies on integrated transport planning	number of participants at training session	-	To create by the end of the project a framework for a sustainable legacy on low-carbon transport facilities and infrastructure in the Sochi region and mountain area minimum 20 participants	event report	
Outcome 5 "Carbon offsets": Sochi Carbon Offsets Program	Carbon offsetting according to international best practice	No offsetting has taking place	Sound and sustainable carbon offset of GHG directly caused by the Sochi Olympics	Monitored by Ministry for Natural Resources and Environment of RF	The offsetting program is submitted
Output 5.1 Establishing a GHG inventory and tracking system including a baseline (Sochi regional 2007 emissions and 2014 projections) and a tool to monitor the emissions caused by the event	baseline calculation monitoring system	No regional GHG inventory in place; only aggregated data are available	Development of methodological framework and a set of requirements for source data to estimate the carbon footprint during the preparation and staging of the Games. Calculations on baseline data will be received at the end of the project. Preparation of recommendations for the introduction of a carbon reporting in the Russian Federation.	External auditor (to be contracted)	All data for the baseline setting is available from official sources
Output 5.2 Review of international best practice and proposals for Sochi Carbon Offset program.	proposals developed The study was conducted	An environmental strategy including a rough concept for offsetting emissions has been developed by the Organization Committee Sochi 2014 Study of carbon intensity of Russian exports was not	A detailed proposals are developed, which includes the following points: • project boundary • recommend GHG offsetting programme and projects for offsetting • international experiences	Proposals developed by Sochi Organization Committee 2014	The proposals will provide a management plan for the implementation of the offsetting program

Project Strategy	Indicator	Baseline	Target	Sources of Verification	Assumptions
Russian export carbon intensity and risks associated with lack of reporting capacity		conducted	• emissions projection • financing requirements by end of project Detailed study of the carbon intensity of Russian exports, analysis of current trends, risks assessment, recommendations to the Russian Government	Reports, a round table with the participation of stakeholders from business and government	The study will provide an opportunity to the Russian authorities and businesses to assess the risks associated with the development of the EU requirements for estimation of the carbon footprint associated with exports
Output 5.3 Outreach program and leveraging partnerships for the implementation of the program	marketing concept developed sponsoring packages defined	No information about environmental impacts of the event is publicly available. No private funding will be available for the greening of the event.	The program for implementation of the climate neutral target of the Sochi 2014 Games.		Program leverages additional financing to realize carbon mitigation projects
Outcome 6 "Public awareness and advocacy strategy": A comprehensive public awareness, advocacy and outreach program		-	Public Awareness and Engagement in Carbon Neutral Games Program by Games time		
Output 6.1 Stock taking of awareness and outreach tools for large international events greening	Working paper	-	Working paper on public outreach potential and engagement targets for Sochi 2014.by end of second year	Working paper	
Output 6.2 Building partnerships with key players, private sector, media	Action program for public awareness and engagement	-	Strategic program for optimizing public outreach and engagement in carbon neutral games and legacy by end of second year	Action program MoU	

Project Strategy	Indicator	Baseline	Target	Sources of Verification	Assumptions
Output 6.3 Outline of a coordinated interagency campaign on Climate Change and Greening Legacy.	strategic paper	-	Strategy for CC and Green Games Legacy Campaign acknowledging and promoting the roles of UNDP, GEF and UNEP by end of project	strategic paper	
Output 6.4 – Website Integration	development of the Environment pages the Coordinating Staff of the Ministry of Natural Resources and Environment of Russia website	Coordinating Staff of the Ministry of Natural Resources and Environment of Russia website currently refers to the Environmental strategy for information without in-depth projects or targets	Provide the appearance of a separate section on the information portal of the Coordinating Staff of the Ministry of Natural Resources and Environment of Russia for preparation and holding of the Sochi Winter Olympic Games 2014. This will involve outlining on the Coordinating Staff website all of the activities that are being undertaken as part of this project.	Website of the Coordinating Staff of the Ministry of Natural Resources and Environment of Russia for preparation and holding of the Sochi 2014 Games.	

Annex 3: RATE TABLES

Table 1. **STATUS OF OBJECTIVE / OUTCOME DELIVERY AS PER MEASURABLE INDICATORS**

OBJECTIVE	MEASURABLE INDICATORS FROM PROJECT LOGFRAME	MID TERM TARGET	RISKS AND ASSUMPTIONS	MEANS OF VERIFICATION	STATUS OF DELIVERY*	RATING**
OUTCOMES	**MEASURABLE INDICATORS FROM PROJECT LOGFRAME**	**MID TERM TARGET**	**RISKS AND ASSUMPTIONS**	**MEANS OF VERIFICATION**	**STATUS OF DELIVERY**	**RATING**
Outcome 1						
Outcome 2						
Outcome 3						

Outcome 4						

*** STATUS OF DELIVERY:**

GREEN / COMPLETED	= Indicators show successful achievement
YELLOW	= Indicators show expected completion by end of Project
RED	= Indicators show poor achievement - unlikely to be completed by end of Project

***For RATING see Table 2.*

Table 2. **PROJECT RATINGS**

▪ Project Component or Objective	**Rating**
Ratings of Relevance, Efficiency and Effectiveness* (6 - Highly Satisfactory, 5 - Satisfactory, 4 - Marginally Satisfactory, 3 - Marginally Unsatisfactory, 2 - Unsatisfactory, 1 - Highly Unsatisfactory)	
Project Formulation	
Overall Project Formulation (Relevance)	
- Conceptualization/design	
- Stakeholder participation	
Project Implementation	
Implementation Approach (Efficiency)	
- Use of the logical framework	
- Adaptive management	
- Use/establishment of information technologies	
- Operational relationships between the institutions involved	
- Technical capacities	
Monitoring and Evaluation	
Stakeholder Participation	
- Production and dissemination of information	
- Local resource users and NGOs participation	
- Establishment of partnerships	
- Involvement and support of governmental institutions	
Project Results	
Overall Achievement of Objective and Outcomes (Effectiveness)	
- Objective	
- Outcome 1	
- Outcome 2	
- Outcome 3	
- Outcome 4	
Sustainability Ratings** ▪ (4 - Likely, 3 - Moderately Likely, 2 - Moderately Unlikely, 1 - Unlikely)	
Sustainability	
- Financial sustainability	
- Institutional sustainability	

- Socio-economic sustainability	
- Ecological sustainability	
Overall Project Achievement and Impact	

***** Evaluations pertaining to the relevance, effectiveness and efficiency of the project to be evaluated using the six ratings recommended by GEF:

6: Highly Satisfactory (HS)	The project has no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency
5: Satisfactory (S)	The project has minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency
4: Moderately Satisfactory (MS)	The project has moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency
3: Moderately Unsatisfactory (MU)	The project has significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency
2: Unsatisfactory (U)	The project has major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency
1: Highly Unsatisfactory (HU)	The project has severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency

** Evaluations pertaining to the sustainability of the project to be evaluated using a using the four ratings recommended by GEF:

4: Likely (L)	There are no or negligible risks that affect this dimension of sustainability
3: Moderately Likely (ML)	There are moderate risks that affect this dimension of sustainability
2: Moderately Unlikely (MU)	There are significant risks that affect this dimension of sustainability
1: Unlikely (U)	There are severe risks that affect this dimension of sustainability

Additional ratings where relevant:

N/A: Not Applicable

U/A: Unable to Assess

Annex 4: LIST OF DOCUMENTS TO BE REVIEWED BY THE EVALUATORS

General documentation

- UNDP Programme and Operations Policies and Procedures
- UNDP Handbook for Monitoring and Evaluating for Results
- GEF Monitoring and Evaluation Policy
- GEF focal area strategic program objectives

Project documentation

- GEF approved project document and Request for CEO Endorsement
- Project Inception Report
- Annual work plans
- Annual GEF Project Implementation Reports
- CDRs
- Financial audit reports
- GEF Quarterly Reports
- Project Steering Committee minutes
- Updated risk log
- Contractors reports, presentations
- Individual contractors reports, presentations

Other relevant documentation

- Russian Federation Government Resolution of December 29, 2007 N 991 “About building Olympic facilities And Development of Sochi as a mountain resort”
- Programme of Building Olympic facilities and development of Sochi as a mountain resort of December 29, 2007 N 991
- Sochi 2014 Proposes Plans for Sustainable Development of Olympic Mountainside Settlements (Sochi 2014 Organizing Committee)
- Program of action in the field of sustainability within the Olympic project for 2011 – 2014 (Sochi 2014 Organizing Committee)
  HELPING DELIVER MORE SUSTAINABLE OLYMPIC GAMES, DOW BECOMES THE OFFICIAL CARBON PARTNER OF SOCHI 2014 – Press release, SOCHI, Russia, (March 13, 2013)

Annex 5. GEF TERMINOLOGY AND PROJECT REVIEW CRITERIA

Implementation Approach includes an analysis of the project's logical framework, adaptation to changing conditions (adaptive management), partnerships in implementation arrangements, changes in project design, and overall project management.

Some elements of an effective implementation approach may include:

- The logical framework used during implementation as a management and M&E tool
- Effective partnerships arrangements established for implementation of the project with relevant stakeholders involved in the country/region
- Lessons from other relevant projects (e.g., same focal area) incorporated into project implementation
- Feedback from M&E activities used for adaptive management.

Country Ownership/Driveness is the relevance of the project to national development and environmental agendas, recipient country commitment, and regional and international agreements where applicable. Project Concept has its origin within the national sectoral and development plans

Some elements of effective country ownership/driveness may include:

- Project Concept has its origin within the national sectoral and development plans
- Outcomes (or potential outcomes) from the project have been incorporated into the national sectoral and development plans
- Relevant country representatives (e.g., governmental official, civil society, etc.) are actively involved in project identification, planning and/or implementation
- The recipient government has maintained financial commitment to the project
- The government has approved policies and/or modified regulatory frameworks in line with the project's objectives

For projects whose main focus and actors are in the private-sector rather than public-sector (e.g., IFC projects), elements of effective country ownership/driveness that demonstrate the interest and commitment of the local private sector to the project may include:

- The number of companies that participated in the project by: receiving technical assistance, applying for financing, attending dissemination events, adopting environmental standards promoted by the project, etc.
- Amount contributed by participating companies to achieve the environmental benefits promoted by the project, including: equity invested, guarantees provided, co-funding of project activities, in-kind contributions, etc.
- Project's collaboration with industry associations

Stakeholder Participation/Public Involvement consists of three related, and often overlapping processes: information dissemination, consultation, and "stakeholder" participation. Stakeholders are the individuals, groups, institutions, or other bodies that have an interest or stake in the outcome of the GEF-financed project. The term also applies to those potentially adversely affected by a project.

Examples of effective public involvement include:

Information dissemination

- Implementation of appropriate outreach/public awareness campaigns

Consultation and stakeholder participation

- Consulting and making use of the skills, experiences and knowledge of NGOs, community and local groups, the private and public sectors, and academic institutions in the design, implementation, and evaluation of project activities

Stakeholder participation

- Project institutional networks well placed within the overall national or community organizational structures, for example, by building on the local decision making structures, incorporating local knowledge, and devolving project management responsibilities to the local organizations or communities as the project approaches closure
- Building partnerships among different project stakeholders
- Fulfillment of commitments to local stakeholders and stakeholders considered to be adequately involved.

Sustainability measures the extent to which benefits continue, within or outside the project domain, from a particular project or program after GEF assistance/external assistance has come to an end. Relevant factors to improve the sustainability of project outcomes include:

- Development and implementation of a sustainability strategy;
- Establishment of the financial and economic instruments and mechanisms to ensure the ongoing flow of benefits once the GEF assistance ends (from the public and private sectors, income generating activities, and market transformations to promote the project's objectives);
- Development of suitable organizational arrangements by public and/or private sector;
- Development of policy and regulatory frameworks that further the project objectives;
- Incorporation of environmental and ecological factors affecting future flow of benefits;
- Development of appropriate institutional capacity (systems, structures, staff, expertise, etc.);
- Identification and involvement of champions (i.e. individuals in government and civil society who can promote sustainability of project outcomes);
- Achieving social sustainability, for example, by mainstreaming project activities into the economy or community production activities;
- Achieving stakeholders consensus regarding courses of action on project activities.

Replication approach, in the context of GEF projects, is defined as lessons and experiences coming out of the project that are replicated or scaled up in the design and implementation of other projects. Replication can have two aspects, replication proper (lessons and experiences are replicated in different geographic area) or scaling up (lessons and experiences are replicated within the same geographic area but funded by other sources). Examples of replication approaches include:

- Knowledge transfer (i.e., dissemination of lessons through project result documents, training workshops, information exchange, a national and regional forum, etc);
- Expansion of demonstration projects;

- Capacity building and training of individuals, and institutions to expand the project's achievements in the country or other regions;
- Use of project-trained individuals, institutions or companies to replicate the project's outcomes in other regions.

Financial Planning includes actual project cost by activity, financial management (including disbursement issues), and co-financing. If a financial audit has been conducted the major findings should be presented in the TE.

Effective financial plans include:

- Identification of potential sources of co-financing as well as leveraged and associated financing[5];
- Strong financial controls, including reporting, and planning that allow the project management to make informed decisions regarding the budget at any time, allows for a proper and timely flow of funds, and for the payment of satisfactory project deliverables;
- Due diligence in the management of funds and financial audits.

Co-financing includes: grants, loans/concessional (compared to market rate), credits, equity investments, in-kind support, other contributions mobilized for the project from other multilateral agencies, bilateral development cooperation agencies, NGOs, the private sector and beneficiaries. Please refer to Council documents on co-financing for definitions, such as GEF/C.20/6.

Leveraged resources are additional resources—beyond those committed to the project itself at the time of approval—that are mobilized later as a direct result of the project. Leveraged resources can be financial or in-kind and they may be from other donors, NGO's, foundations, governments, communities or the private sector. Please briefly describe the resources the project has leveraged since inception and indicate how these resources are contributing to the project's ultimate objective.

Cost-effectiveness assesses the achievement of the environmental and developmental objectives as well as the project's outputs in relation to the inputs, costs, and implementing time. It also examines the project's compliance with the application of the incremental cost concept. Cost-effective factors include:

- Compliance with the incremental cost criteria (e.g. GEF funds are used to finance a component of a project that would not have taken place without GEF funding.) and securing co-funding and associated funding;
- The project completed the planned activities and met or exceeded the expected outcomes in terms of achievement of Global Environmental and Development Objectives according to schedule, and as cost-effective as initially planned;
- The project used either a benchmark approach or a comparison approach (did not exceed the costs levels of similar projects in similar contexts).

Monitoring & Evaluation: Monitoring is the periodic oversight of a process, or the implementation of an activity, which seeks to establish the extent to which inputs, work schedules, other required actions and outputs are proceeding according to plan, so that timely action can be taken to correct the deficiencies detected. Evaluation is a process by which program inputs, activities and results are analyzed and judged explicitly against

[5] Please refer to Council documents on co-financing for definitions, such as GEF/C.20/6. The following page presents a table to be used for reporting co-financing.

benchmarks or baseline conditions using performance indicators. This will allow project managers and planners to make decisions based on the evidence of information on the project implementation stage, performance indicators, level of funding still available, etc, building on the project's logical framework.

Monitoring and Evaluation includes activities to measure the project's achievements such as identification of performance indicators, measurement procedures, and determination of baseline conditions. Projects are required to implement plans for monitoring and evaluation with adequate funding and appropriate staff and include activities such as description of data sources and methods for data collection, collection of baseline data, and stakeholder participation. Given the long-term nature of many GEF projects, projects are also encouraged to include long-term monitoring plans that are sustainable after project completion.