UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

Independent Terminal Evaluation of the *Greening the COP17 in Durban – South Africa* Project

Project Numbers: GFSAF 11004; GFSAF 11A04; GFSAF 11B04

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PROJECT IDENTIFICATION INFORMATION

General Information	Project Title	Greening COP17 in Durban – South Africa
	GEF ID	4514
	UNIDO ID	GFSAF 11004 – GFSAF11A04 – GFSAF11B04
	Region	AFR
	Country(ies)	South Africa
	GEF Focal Area(s)	Climate Change
	Agency(ies)	UNIDO
	Project Partners	Department of Environmental Affairs; Government of South Africa; and the Durban (eThekwini) Municipality
	Project Size (FSP, MSP, EA)	MSP
Milestone Dates	Project CEO Endorsement/Approval Date	1 April 2011
	Project Implementation Start Date	1 July 2011
	Original Expected Implementation End Date	31 December 2012
	Revised Expected Implementation End Date (if any)	31 December 2013
Funding	GEF Grant (USD)	1,000,000
	GEF PPG (USD) (if any)	n/a
	Total GEF Grant Disbursements to date (USD)	972,079
	Co-financing (USD) at CEO Endorsement	1,350,000
Evaluations	Mid-term Review Date	n/a
	Terminal Evaluation Date	30 September 2013
	Tracking Tool Date[1]	31 December 2012

[1] For FSPs if a project has not yet reached Mid-term Review (MTR), the Tracking Tool (TT) date should be the same as the MTR dates. If the FSP has already undertaken an MTR then the date should reflect the Expected Implementation End Date. For MSPs, the TT date should reflect the Expected Implementation End Date.

ABBREVIATIONS AND ACRONYMS

CDM	Clean Development Mechanism (defined in Article 12 of the Kyoto Protocol)
CEBA	(eThekwini Municipality's) Community-Ecosystem Based Adaptation
CMP7	The 7th session of the Conference of the Parties serving as the meeting of the Parties (CMP 7) to the Kyoto Protocol.
COP17	The 17th session of the Conference of the Parties to the UNFCCC
CSIR	Council for Scientific and Industrial Research
DEA	Department of Environmental Affairs
DOE/DoE	Department of Energy
DOH/DoH	Department of Health
DOT/DoT	Department of Transport
GEF	Global Environmental Facility
GHG	Greenhouse Gas
ITE	Independent Terminal Evaluation
KfW	Kreditanstalt für Wiederaufbau ("Reconstruction Credit Institute" of Germany)
KZN	KwaZulu-Natal
LFM	Logical Framework Matrix
NCPC	National Cleaner Production Centre
NCPC-SA	National Cleaner Production Centre (South Africa)
NMT	Non-Motorised Transport
NPM	National Project Manager
OVI	Objectively Verifiable Indicators
PAA	Project Administration Assistant
PMO	Project Management Office
PMU	Project Management Unit
PSC	Project Steering Committee
ROtI	Review of Outcomes to Impacts
SSS	Service Summary Sheet
SWH	Solar Water Heaters
TE	(Independent) Terminal Evaluation
the dti	(The) Department of Trade and Industry
TORs/ToRs	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNIDO	United Nations Industrial Development Organisation
UNIDO ROSA	(UNIDO) Regional Office South Africa

GLOSSARY OF EVALUATION RELATED TERMS

Conclusions	Conclusions point out the factors of success and failure of the evaluated intervention, with special attention paid to the intended and unintended results and impacts, and more generally to any other strength or weakness. A conclusion draws on data collection and analyses undertaken, through a transparent chain of arguments.
Effectiveness	The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.
Efficiency	A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.
Impact	Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.
Indicator	Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor.
Institutional development impact	The extent to which an intervention improves or weakens the ability of a country or region to make more efficient, equitable, and sustainable use of its human, financial, and natural resources, for example through: (a) better definition, stability, transparency, enforceability and predictability of institutional arrangements and/or (b) better alignment of the mission and capacity of an organization with its mandate, which derives from these institutional arrangements. Such impacts can include intended and unintended effects of an action.
Lessons learnt	Generalisations based on evaluation experiences with projects, programmes, or policies that abstract from the specific circumstances to broader situations. Frequently, lessons highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome, and impact.
Logical Framework (Log-frame)	Management tool used to improve the design of interventions, most often at the project level. It involves identifying strategic elements (inputs, outputs, outcomes, impact) and their causal relationships, indicators, and the assumptions or risks that may influence success and failure. It thus facilitates planning, execution and evaluation of a development intervention. Related term: results based management.
Outcome	The likely or achieved short-term and medium-term effects of an intervention's outputs. Related terms: result, outputs, impacts, effect.
Outputs	The products, capital goods and services which result from a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
Recommendations	Proposals aimed at enhancing the effectiveness, quality, or efficiency of a development intervention; at redesigning the objectives; and/or at the reallocation of resources. Recommendations should be linked to conclusions.
Relevance	The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs global priorities and partners' and donors' policies. Note: Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances.
Results	The output, outcome or impact (intended or unintended, positive and/or negative) of a development intervention. Related terms: outcome, effect, and impacts.
Sustainability	The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long- term benefits. The resilience to risk of the net benefit flows over time.

EXECUTIVE SUMMARY

I. Introduction and Background

Throughout the world, over the past decade, major events have been recognized as having a global environmental impact. Large crowds of people travel to and from these events, spend money, consume resources (food, water, energy, etc) and generate waste. In fact, consumption and waste generation increase significantly as a direct consequence of a major event. This impact raises concern about the total environmental footprint of such events particularly in relation to carbon, water usage and waste generation. As such, the concern must be translated into raising awareness about this challenge and responding decisively to mitigate and minimise the impact.

Although concerted efforts to greening events started in the 1990s with the Winter and Summer Olympic Games in 1994, the first major United Nations (UN) event to include a greening component was the 2002 World Summit on Sustainable Development held in Johannesburg. Following the success of and learning from other greening efforts at major events, in particular the 2006 FIFA World Cup in Germany, the Government of South Africa through its Department of Environment (DEA) developed comprehensive National Greening Framework and Guidelines in 2010, which aimed at assisting host cities to mitigate environmental, social, and economic impacts of organizing international or global events.

In line with these guidelines, during the 2010 FIFA World Cup, a Green Goal programme was implemented that primarily focused on promoting clean energy technologies; low carbon urban transport and mobility; landscaping and biodiversity; green buildings, sustainable lifestyles and responsible tourism; and green goal communications. This Green Goal programme, that was funded by Global Environment Facility (GEF) and implemented by United Nations Environment Programme (UNEP), contributed to the reduction of the environmental footprint of the 2010 FIFA World Cup. It was further expected that activities under this programme would influence greening of future large international events, besides acting as a catalyst for national greening strategy and promoting the value of responsible environmental management. The results from the evaluation of key activities implemented under the Green Goal programme were very encouraging, and led to the commitment by the South African Government to partner with GEF and UNIDO to promote and up-scale some of the activities under the National Greening programme during the COP17. This programme formed an integral part of South Africa's response to the challenges of global climate change and its pursuit of a more sustainable growth and development agenda. The Government of South Africa was particularly keen to engage other stakeholders, in particular the private sector, in efforts to green COP 17.

The *Greening the COP 17* Project implemented through UNIDO therefore targeted interventions in and around the City of Durban as the hosting venue for COP 17 and intended to showcase best practices under the National Greening Programme and the South Africa – GEF partnership in line with current national development priorities and policies. The main intended outcome was that COP 17 would not only build on initiatives developed and experience gained during the Greening of the FIFA 2010 World Cup, but also would emphasize South Africa's national priorities and GEF's commitment to promote them through renewable energy and energy efficiency technologies as measures to reduce the carbon footprint of the COP 17 event. The

project would also demonstrate through this international forum South Africa's commitment to climate change mitigation and adaptation and the value of its partnership with GEF in this respect. This would be achieved through the raising of awareness on low carbon technologies and green practices among COP delegates and local communities in and around Durban as well as for the country as a whole. The project had four distinct components namely:

- Component 1: Communications and Awareness Raising
- Component 2: Innovative Technology Competition for Small and Medium Enterprises
- Component 3: Low Carbon Public Transportation
- Component 4: Solar Water Heater Emission Offset to Support Health Clinics

II. Purpose

The purpose of this Independent Terminal Evaluation (ITE) is to provide a comprehensive and systematic account of the performance of the "***Greening the COP17 in Durban – South Africa"*** Project by assessing its project design, process of implementation, achievements vis-à-vis project objectives endorsed by GEF, including any agreed changes in the objectives during project implementation, and any other results. The key question of the evaluation is whether the project has made a significant contribution to increasing awareness of climate change issues and steps that can be taken to reduce carbon emissions.

The ITE commenced on 26 November 2012 (with planned delivery of the final report on December 31) with a review of available project documents, related policy documents, various types of project reports, and project outputs. An inception report was prepared after the review detailing the preliminary findings, how the evaluation project will be carried out, including the methodology to be followed, the key stakeholder informants to be engaged, and the guiding questions for different key informant groups.

Between 6th and 12th December 2012, the ITE Consultant conducted the field mission to KwaZulu-Natal (KZN) Province where the project had taken place. The field mission and related key informant engagements and project site visits were finalized in consultation with the National Project Manager who accompanied the ITE Consultant for purposes of introductions to key informant stakeholders and identification of project sites. The support of the National Project Manager in this regard is recognized and appreciated as it resulted in a time- and cost-effective field mission.

III. Methodology and Challenges

The methodology was based on the following:

1. A desk review of project documents including, but not limited to:
    a. The original project document, monitoring reports (such as progress and financial reports) and output reports and relevant correspondence.
    b. Notes/minutes from the meetings of steering and other committees.
    c. Other project-related material produced by the project.
2. The validity of the theory of change was examined through specific questions in

interviews

3. Counterfactual information: In those cases where baseline information for relevant indicators is not available the evaluator would aim at establishing a proxy- baseline through recall and secondary information.
4. Interviews with the National Project Manager, Project Managers at UNIDO HQ and the Representative and Director for UNIDO Regional Office Southern Africa (ROSA)
5. Interviews with project partners, in particular those that have been selected for co- financing as shown in the corresponding sections of the project documents.
6. On-site observation of results achieved in demonstration projects, including interviews of actual and potential beneficiaries of improved technologies and capacities.
7. Interviews and telephone interviews with intended users for the project outputs and other stakeholders involved with this project. The evaluator also sought additional information and opinions from representatives of other donor agencies or other organisations.
8. Interviews with the project's management and committee members and the various national and local authorities dealing with project activities as necessary, including GEF focal point.

The field mission entailed visits to and observations of the following project demonstrations and sites:

1. Maphephetheni Clinic (eThekwini Municipality) – Installation of SWHs
2. Groutville Clinic (KwaDukuza Municipality, ILembe District) - Installation of SWHs
3. Mpumuza Clinic (Msunduzi District) - Installation of SWHs
4. Dr BW Vilakazi Primary School (Groutville, KwaDukuza Municipality, iLembe District) - Installation of SWHs and LED Lights
5. Aldinville Senior Primary School Groutville, KwaDukuza Municipality, iLembe District) - Installation of SWHs
6. Durban Botanical Gardens –The Living Beehive installation
7. Durban City - Cycling tracks
8. Other complementary greening initiative sites such as trees planted

The timing to the TE, particularly the field mission engagements, presented a specific challenge in that during the December period in South Africa, business is being wound down in preparation for December holidays, at which point people generally leave offices from the 10th December onwards. Therefore, setting up interview appointments with key stakeholder informants presented a challenge, more so because requests for appointments had to be done at very short notice. This challenge was exacerbated by the fact that many of the important key stakeholder informants were attending the DOHA 2012 COP18/CMP8 more or less taking place during the TE period.

However, in certain instances the ITE Consultant was referred to alternative key informants and as such the limitations that would have been imposed by not getting insightful information was mitigated. It should also be noted that the key informants from the KZN Department of Health (DOH) could not be reached despite various attempts to do so; therefore insightful information about *Component 4 - Solar Water Heater Emission Offset to Support Health Clinics* from the perspective of the Provincial government was not obtained. In particular, information about the feasibility study that informed on the needs and requirements of SWHs in clinics and the plans for scaling up the installation of SWHs could not be obtained as a result.

Apart from these challenges and limitations, it should be noted that most of the key informants identified in the inception report were engaged with. Therefore, the evaluation results, despite the minor challenges and limitations, can be deemed to be valid.

IV. Main Findings and Conclusions

The Project has been effective and efficient both technically and financially. It is likely that the outcomes of the Project will be sustainable over time.

The Greening COP17 Project had a significant impact in the following:

- Exposing the work that various partners are doing or have done in South Africa and the Region;
- Initiating dialogue with communities and institutions that may want to be assisted in future;
- Creating a bridge between public, private, civil society and the people of South Africa with respect to climate change issues;
- Promoting renewable energy, energy efficiency and sustainable development approaches that make economic sense; and
- Promoting the creation of green jobs within the green economy was universally accepted as not only achievable, but as the right thing to do.

The projected impact of the Project can be summarised as follows:

- Enhanced joint planning capacity of climate change related projects within the Government of South Africa including its various organs and the people;
- Increased activity in the conception and operationalisation of climate change related projects in South Africa and the sub-region;
- Improved coordination of the multilateral agencies in their approaches to working with the Government of South Africa;
- Better effectiveness of the UN Agencies in delivering on their respective mandates in South Africa;
- Increased awareness of climate change amongst ordinary citizens of South Africa, in particular in Durban and the surrounding areas;
- Improved prominence of the role of South Africa in SADC regional affairs; and
- A significant improvement of the Region, especially South Africa, in lowering its carbon footprint and its compliance with cleaner production principles.

The overall assessment of the Project is that it is Highly Satisfactory. The various areas assessed are outlined in the table below.

Criterion	Evaluator's Summary Comments	Rating
Attainment of project objectives and results (overall rating) **Sub criteria (below)**		
Effectiveness	The objectives and planned results of the Project were achieved. There are various benefits the accrued as a result of the Project.	HS
Relevance	The Project was relevant in that it tied well with the SA government's climate change imperatives and interventions, as well as UNIDO's and GEF's Focal Areas.	HS

Criterion	Evaluator's Summary Comments	Rating
Efficiency	The activities were achieved within the planned timeframes despite the time constraints placed on the Project; owing to ownership, commitment, and cooperation of stakeholders.	HS
Sustainability of Project outcomes (overall rating) Sub criteria (below)		
Financial	The risks in this regard are deemed to be low. Government departments have budgets in place to implement projects that fall under their specific mandate. GEF and UNIDO have shown interest and are engaging with various government departments and other stakeholders in implementing legacy projects. There are other funding/donor agencies like KfW that have shown commitment in working with government on sustainable integrated transport infrastructure	HS
Socio-Political	The risks in this regard are deemed to be low. The government has legislation, various policies and strategic frameworks under which the project outcomes should be seen through. The drivers for these are not just environmental factors but also sustainable social redress.	HS
Institutional framework and governance	The risks in this regard are deemed to be low. There are various implementation agencies of government that can implement the various legacy projects from the specific Components. There is also legislation that underpins the mandate and funding instruments of these institutions.	HS
Environmental/Ecological	The risks in this regard are deemed to be low. The very nature of the legacy projects would be address environmental concerns.	HS
Monitoring and Evaluation (overall rating) Sub criteria (below)		
M&E Design	The M&E was well incorporated in the log-frame	HS
M&E Plan Implementation (use for adaptive management)	The implementation of M&E during Project implementation was done well through the Project Steering Committee	HS
Budgeting and Funding for M&E activities	This was catered for in the project design – there was a budgeted allocation specifically for Project Management and M&E (refer to the PRODOC)	HS
UNIDO specific ratings		
Quality at entry	The PRODOC indicates that there was extensive engagement amongst UNIDO, GEF and the government in preparation of the Project. It also indicates that due diligence entailing stakeholder identification and roles, implementation risks and mitigation, etc. was conducted.	HS
Implementation approach	The Project was owned by the counterpart department (DEA) and was inclusive of other stakeholder government entities. The UNIDO PMU of the Project was deemed to have been supportive and effective by stakeholders. Project Management and implementation structure was such that it catered for the specific requirements of each Project Component.	HS
UNIDO Supervision and backstopping	Feedback from stakeholders overwhelmingly suggests that the National Project Manager's involvement and support in resolving challenges was appreciated. However, even though UNIDO led the planning of Legacy Projects, e.g., SE4ALL Pilot Projects in KZN, RIO+20 presentations, etc., there was disappointment that UNIDO became absent after the COP17 event. In fact there was eagerness that UNIDO's technical support would be beneficial in the implementation and up-scaling of legacy projects.	HS

Criterion	Evaluator's Summary Comments	Rating
Overall Rating		**HS**

Rating Key

- Highly Satisfactory (HS): The project had no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Satisfactory (S): The project had minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Moderately Satisfactory (MS): The project had moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Moderately Unsatisfactory (MU): The project had significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Unsatisfactory (U) The project had major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Highly Unsatisfactory (HU): The project had severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

V. Recommendations

Component 1

- The database of the trained Environmental Volunteers must be kept and maintained by the eThekwini Municipality so as to have them accessible for other upcoming events
- Climate change publicity and outreach campaigns must continue beyond the event to ensure that awareness in this regard is maintained. Government, in particularly the DEA and DoE, must work very closely with local government in ensuring that even at very local levels climate change finds its voice. With regards to KZN legacy projects, it is crucial that publicity and outreach campaigns are included.
- For these campaigns, social corporate responsibility programmes of various media organizations as well as non-media organizations may be tapped into for sponsorships.
- Publicity campaigns targeting schools can be more efficient in that these will complement climate change content which is still in its infancy in curricula. Engagement with the Department of Education in this regard may lead to projects/programmes around climate change awareness-raising.

Component 2

- A viable and sustainable business model, together with the institutional arrangements, that can promote and support innovation in clean technologies must be explored. The success factors for this are an underpinning framework and custodianship by specific government departments. It is recommended that UNIDO and GEF lead an exploratory engagement with government in this regard. The following should be considered in this engagement:
    - Publicity and outreach campaigns must start early and use a wide variety of media including social media and tapping into social corporate responsibility of various media organizations as well as non-media organizations who may want to sponsor the publicity campaigns;
    - A decentralized system of training with provincial mentors will facilitate the provision of mentoring at lower cost to entrants close to their home bases;
    - The rules and criteria for the competition should be refined and gradually

expanded to include as much of climate change related green economy aspects as possible;
- Prizes for winners must be made clear straight from the beginning in order to create opportunity for co-branding with sponsors;
- Possibly link into the Cleantech Open while aligning with the South African economic development policy frameworks and the criteria of support from agencies such as IDC, TIA, and potential sponsors;
- The hosting of the Competition must be such that there are no complications to the contracting and functioning of the programme; and
- To track the impact of the Competition it will be important to maintain a database of all alumni.

Component 3

- With reference to the 300 bicycles that were donated by GEF/UNIDO the project stipulated that there would be discussions on the possible disposal of the donated bicycles ranging from continuation with the rental service to the inhabitants and tourists to Durban, to donating the bicycles to schools. The process involved an assessment of the experiences during COP17 and projecting those over the future to determine whether there was a business case for continuing with the rental services and the model to be followed that could be emulated elsewhere in the country. The Mayoral Office of the City of Durban should take the initiative to determine the modalities of a bicycle hire system in the City and while the viability of this was showcased and proven during COP17, UNIDO could formulate a legacy project that will replicate the NMT to other settings while learning from the Durban experience.
- The business model and modalities of the bicycle-hire system must be investigated with the aim of broader implementation in the City. There's no indication that there are specific plans to implement this system by the City of Durban. It is recommended that UNIDO, together with potential funders like KfW, engage the City and the Department of Transport on how to take the bicycle-hire system forward.

Component 4

- A mechanism for rollout of SWHs, cook-stoves and LED lighting with any new housing schemes that are proposed must be considered. UNIDO (in particular through the UNIDO-funded and City's Energy Office) and GEF should explore this possibility with the Department of Energy (DOE) and the relevant local government authorities responsible for human settlement and town planning.
- UNIDO should indicate its role in the legacy projects like SE4ALL through committing human resources through the Service Summary Sheet (SSS) to pilot projects. The other partners seem to be ready to engage and have ready resources that they are willing to commit to a co-financing arrangement involving UNIDO and GEF.
- There is also a need to link the cook-stoves initiative to the SE4ALL legacy pilot projects.
- New partnerships that bring on board various stakeholders that include the private sector, political leadership, multilateral organizations and funding mechanisms, local communities, etc., should be established in the global campaign to increase access to energy.
- Beyond the pilot, business models will have to be employed for the greater replication of this initiative
- Local industry should be brought on board to support the up-scaling of this idea

by way of local manufacture of the technologies

VI. Lessons Learned

Component 1

The effort to capture the selected GEF-SA projects on video was a challenge in ensuring that all concerned project managers (and in some instances former managers) were to be available to show the effects of the projects that had been implemented. The locations of the selected projects were nationally dispersed requiring substantial travel with the filming crew. The product however was invaluable and the footage has drawn wide appeal from various interested parties including UN-TV. It was clear that the involvement of GEF in South Africa was as appreciated as when the various projects were showcased and the general public started to realise just how GEF had influenced prominent projects such as public transport systems and biodiversity.

The green passports were relatively popular, but may have been more so had there been enough time spent introducing them to each person receiving a copy as well as customizing them to each recipient. However the information on the passports proved to be of a durable kind remaining relevant beyond COP17.

Component 2

The time allocated for publicity and outreach was too short and that infringed upon time for processing the submissions and training the semi-finalists and finalists. The publicity and outreach campaign was therefore more costly than it would have otherwise been if it had been allocated more time, i.e., basically if it had been started earlier.

The rules and criteria for the competition were not differentiated enough resulting in overlap of the categories and tracks. Certain submissions had to be forced into categories that they marginally fitted into thereby disadvantaging the entrants.

Competition entrants were at different levels in terms of technical and literacy ability. The training programme therefore had to be flexible to provide plenary session of common interest with sessions tailored to the needs of specific teams. The geographic spread of the entrants also made it difficult to administer training.

The response to the sponsorship campaign was extremely low with virtually no direct support from the private sector sponsors approached. The main cause for this was the time shortage for mounting a convincing campaign and follow up. It should also be mentioned that a business model that would attract sponsorship was not in place.

The institutional arrangements for hosting the Cleantech Competition are pertinent to its success and, in particular the potential for attraction of sponsorship. The NCPC-SA is located within CSIR, an institution under the Department of Science and Technology (DST) while the Competition's theme falls under the mandates of both the DST and **the dti**. The main complications may emerge on matters of contracting and secondment of staff to work in the programme as well as departmental branding.

Component 3

- The shared pedestrian /cycling model seems appropriate for Durban considering the extent and cost of creating new cycle tracks;
- For big events such as COP, bicycle park stations need to be located next to activities that event delegates attend; this would improve the uptake and usage of the system; and
- While users preferred the GEF/UNIDO bicycle, the only two real problems with the Shova Kalula bicycle provided by DOT were the small size and the lack of the multiple-speed gear selection feature

Component 4

This component of the project produced much more unexpected positive results than any other. The elevation of the component through the side-event on rural energy access in Groutville produced many positive dividends and some challenges. There was more inclusive participation of the stakeholders in the planning process that shifted the component away from the planned process and more into the consensus that emerged from the consultations. More resources were required to implement the event and there were major shortfalls requiring extensive resource mobilization.

The lessons learned with respect to the subject matter are as follows:

- Various renewable energy technologies can play a central role in increasing access to modern energy services;
- Renewable energy and energy efficient technologies can be effectively deployed in grid-connected areas thereby improving the quality of lives, delivering local and global environmental benefits, creating green jobs, etc.;
- Beyond the pilot, business models will have to be employed for the greater replication of this initiative, and
- The energy challenge is huge and it needs to be addressed with a high sense of urgency.

1 EVALUATION OBJECTIVES, METHODOLOGY, PROCESS

1.1 Objectives and Scope of the Independent Terminal Evaluation

Terminal Evaluations have four complementary purposes:

- To promote accountability and transparency, and to assess and disclose levels of project accomplishment
- To synthesize lessons that may help improve the selection, design, and implementation of future GEF/UNIDO activities
- To provide feedback on issues that are recurrent across the portfolio and need attention, and on improvements regarding previously identified issues
- To contribute to the databases of GEF and UNIDO's Evaluation Offices for aggregation, analysis, and reporting on the effectiveness of GEF/UNIDO operations in achieving global environmental benefits and on the quality of Monitoring & Evaluation (M&E) across the GEF/UNIDO system

According to the Terms of Reference (TORs) of this ITE (See Annex A), the specific objectives of this ITE are to enable the Government, counterparts, the GEF, UNIDO and other stakeholders and donors to:

(a) Verify prospects for development impact and sustainability, providing an analysis of the attainment of the main objective and specific objectives under the four components of the project with a specific reference to delivery and completion of project outputs/activities, and outcomes/impacts based on indicators. The assessment includes re-examination of the relevance of the objectives and other elements of project design according to the project evaluation parameters defined in chapter IV.
(b) Enhance project relevance, effectiveness, efficiency and sustainability by proposing a set of recommendations with a view to ongoing and future activities and particularly on "legacy" projects/activities.
(c) Draw lessons of wider applicability for the replication of the experience gained from this project at a national and regional level.

The key question of the evaluation is whether the project has made a significant contribution to increasing awareness of climate change issues and steps that can be taken to reduce carbon emissions.

Thus, the main objective of this ITE is to provide a comprehensive and systematic account of the performance of the completed ***Greening the COP17 in Durban – South Africa*** Project by assessing its project design, process of implementation, achievements vis-à-vis project objectives endorsed by GEF, including any agreed changes in the objectives during project implementation, and any other results.

The ITE commenced on 26 November 2012 (with planned delivery of the final report on December 28) with a review of available project documents, related policy documents, various types of project reports, and project outputs (see Annex B for a list of documents consulted). An inception report was prepared after the review detailing the preliminary findings, how the evaluation project will be carried out, including the methodology to be followed, the key stakeholder informants to be engaged, and the guiding questions for different key informant groups. The list of key stakeholder informants and the questionnaires for stakeholder informant groups may be seen in annex C and annex D respectively.

Between 6th and 12th December 2012 the ITE consultant - Mr. Gcobane Quvile of South Africa - conducted the field mission to KwaZulu-Natal (KZN) Province where the project had taken place. The field mission and related key informant engagements and project site visits were finalized in consultation with the National Project Manager who accompanied the ITE Consultant for purposes of introductions to key informant stakeholders and identification of project sites. The support of the National Project Manager in this regard is recognized and appreciated as it lent to a time- and cost-effective field mission.

1.2 Methodology

The evaluation followed UNIDO and GEF evaluation guidelines.[2] The methodology was based on the following:

9. A desk review of project documents including, but not limited to:
    a. The original project document, monitoring reports (such as progress and financial reports) and output reports and relevant correspondence.
    b. Notes/minutes from the meetings of steering and other committees.
    c. Other project-related material produced by the project.
10. The validity of the theory of change was examined through specific questions in interviews
11. Counterfactual information: In those cases where baseline information for relevant indicators is not available the evaluator would aim at establishing a proxy- baseline through recall and secondary information.
12. Interviews with the National Project Manager, Project Managers at UNIDO HQ and the Representative and Director for UNIDO Regional Office Southern Africa (ROSA)
13. Interviews with project partners, in particular those that have been selected for co- financing as shown in the corresponding sections of the project documents.
14. On-site observation of results achieved in demonstration projects, including interviews of actual and potential beneficiaries of improved technologies and capacities.
15. Interviews and telephone interviews with intended users for the project outputs and other stakeholders involved with this project. The evaluator also sought additional information and opinions from representatives of other donor agencies or other organisations.
16. Interviews with the project's management and committee members and the various national and local authorities dealing with project activities as necessary, including GEF focal point.

The field mission entailed visits to and observations of the following project

[2] Guidelines for GEF Agencies in Conducting Terminal Evaluations, Evaluation Document No. 3, GEF Evaluation Office, 2008

demonstrations and sites:

9. Maphephetheni Clinic (eThekwini Municipality) – Installation of SWHs
10. Groutville Clinic (KwaDukuza Municipality, ILembe District) - Installation of SWHs
11. Mpumuza Clinic (Msunduzi District) - Installation of SWHs
12. Dr BW Vilakazi Primary School (Groutville, KwaDukuza Municipality, iLembe District) - Installation of SWHs and LED Lights
13. Aldinville Senior Primary School Groutville, KwaDukuza Municipality, iLembe District) - Installation of SWHs
14. Durban Botanical Gardens –The Living Beehive installation
15. Durban City - Cycling tracks
16. Other complementary greening initiative sites such as trees planted

1.3 Challenges and Limitations

The timing to the TE, particularly the field mission engagements, presented a specific challenge in that during the December period in South Africa, business is being wound down in preparation for December holidays at which point people leave offices from the 10th of December onwards. Therefore, setting up interview appointments presented a challenge, more so because requests for appointments had to be done at very short notice. This challenge was exacerbated by the fact that many of the important key stakeholder informants were attending the DOHA 2012 COP18/CMP8 more or less taking place during the TE period.

However, the ITE Consultant was referred to alternative key informants and as such the limitations that would have been imposed by not getting insightful information was mitigated. It should also be noted that the key informants from the KZN Department of Health (DOH) could not be reached despite various attempts to do so; therefore insightful information about *Component 4 - Solar Water Heater Emission Offset to Support Health Clinics* from the perspective of the Provincial government was not obtained. In particular, information about the feasibility study that informed on the needs and requirements of SWHs in clinics and the plans for scaling up the installation of SWHs could not be obtained as a result.

Apart from these challenges and limitations, it should be noted that most of the key informants identified in the inception report were engaged with (as

Annex C attests). Therefore, the evaluation results, despite the minor challenges and limitations, can be deemed to be valid.

2 COUNTRY AND PROJECT BACKGROUND

2.1 Country Background

South Africa faces a number of challenges: poverty alleviation, job creation, moderate economic growth and provision of basic services – all these developmental issues – amidst environmental concerns. The attention that has been afforded environmental challenges globally is very much relevant for South Africa.

The country's industrial complex is based on fossil-fuel as primary and secondary source of energy. For 2008, 85% of South Africa's fossil-fuel CO_2 emissions of 119 million metric tons of carbon were from coal, another 11.6% were from oil consumption, and the remainder was from cement manufacture, and natural gas and coke-oven gas consumption. South Africa is the fifth leading coal producer in the world and produced 250 Mt of coal in 2010, of which approximately 70 Mt was exported. In the same year, 2010 South Africa's coal production accounted for 4.4% of the total world production of 6, 217 Mt. Furthermore, South Africa has abundant coal reserves with confirmed recoverable coal reserves reported to be about 50,000 Mt, ranked 6thin the world.[3]

This endowment has inherently placed South Africa as the 13th largest emitting country and 46th biggest per capita based on 2008 fossil-fuel CO_2 emissions and the largest emitting country on the continent of Africa. South Africa has experienced a seven-fold increase in fossil-fuel CO_2 emissions since 1950, with 80-90% of emissions coming from coal.[4]

To tackle this environmental challenge, South Africa has taken a number of strides at both policy and implementation levels. Some of the initiatives taken are as follows:

- The development of the *Integrated Resource Plan for Electricity 2010 - 2030*[5] (IRP) that envisions progressive introduction renewable energy (solar, biomass, wind and hydro) to the country's energy generation mix. This translates to 17.8 GW (34%) of renewable energy out of 52.6 GW of newly installed generation between 2010 and 2030.
- The vision of the South Africa's energy strategy is to contribute towards affordable energy for all, and to minimize the negative effects of energy usage upon human health and the environment. The energy strategy also envisages promotion of energy efficiency technologies across all sectors, and sets a national target for energy efficiency improvement of 12% by 2015. Given the huge untapped potential of renewable sources of energy, increased production and use of renewable energy and improved energy use efficiency become key priorities of the country's energy strategy. One of the key

[3] Coal Statistics, World Coal Association, http://www.worldcoal.org/resources/coal-statistics, accessed 12 December 2012.
[4] Fossil Fuel Emissions from South Africa, Carbon Dioxide Information Analysis Center, http://cdiac.ornl.gov/trends/emis/tre_saf.html, accessed 13 December 2012
[5] Integrated Resource Plan for Electricity 2010-2030, Rev 2, Final Report, 25 March 2011, Department of Energy, Government of the Republic of South Africa

documents in this regard is *The National Solar Water Heating Strategy and Implementation Plan*[6]that provides for a national strategic framework to ensure that one million solar water heaters are installed across South Africa. The national SWH Strategy was developed in response to increased electricity demand, and an urgent need to offset rising electricity cost to residential households and accelerate water heating service delivery, particularly to low income and poor households.

- In line with global efforts to combat climate change and promote green economy, the Government of South Africa through its Department of Environment (DEA) has developed comprehensive *National Greening Framework and Guidelines*[7] in 2010, which aim at assisting host cities to mitigate environmental, social, and economic impacts of organizing international / global events. In line with these guidelines, during the 2010 FIFA World Cup, a Green Goal programme was implemented that primarily focused on promoting clean energy technologies; low carbon urban transport and mobility; landscaping and biodiversity; green building, sustainable lifestyles and responsible tourism; and green goal communications. This Green Goal programme, that was funded by GEF and implemented by UNEP, contributed to the reduction of the environmental footprint of the 2010 FIFA World Cup. It was further expected that activities under this programme would influence greening of future large international events, besides acting as a catalyst for national greening strategy and promoting the value of responsible environmental management. The results from the evaluation of key activities implemented under the Green Goal programme were very encouraging, and led to the commitment by the South African Government to partner with GEF and UNIDO to promote and scale up some of the activities under the National Greening programme during the COP17. This programme forms an integral part of South Africa's response to the challenges of global climate change and its pursuit of a more sustainable growth and development agenda. The Government of South Africa is particularly keen to engage other stakeholders, in particular the private sector, in efforts to green COP17.

The Greening COP17 in Durban – South Africa therefore sought to greening the COP17 event by targeted interventions in the City of Durban and showcasing best practices under the National Greening Programme and the *South Africa – GEF Partnership* in line with current national development priorities and policies.

2.2 Project Background

Throughout the world, over the past decade, major events are being recognized as having a global environmental impact. Large crowds of people travel to and from these events, spend money, consume resources (food, water, energy, etc.) and generate waste. In fact, consumption and waste generation increase significantly as a direct consequence of a major event. This impact raises concern about the total environmental footprint of such events particularly in relation to carbon, water usage and waste generation. As such, the concern must be translated into raising

[6] Draft South African Solar Water Heating Framework and Implementation Plan, November 2009, Department of Energy, Government of the Republic of South Africa
[7] National Greening 2010 Framework, 2009, Department of Environmental Affairs and Tourism, Government of South Africa

awareness about this challenge and responding decisively to mitigate and minimise the impact.

Although concerted efforts to greening events started in the 1990s with the Winter and Summer Olympic Games in 1994, the first major United Nations event to include a greening component was the 2002 World Summit on Sustainable Development held in Johannesburg.[8] Following the success of and learning from other greening efforts at major events, in particular the 2006 FIFA World Cup in Germany, the Government of South Africa through its Department of Environment Affairs developed comprehensive National Greening Framework and Guidelines in 2010which aimed at assisting host cities to mitigate environmental, social, and economic impacts of organizing international or global events.

In line with these guidelines, during the 2010 FIFA World Cup in South Africa, a Green Goal programme was implemented that primarily focused on promoting clean energy technologies; low carbon urban transport and mobility; landscaping and biodiversity; green buildings, sustainable lifestyles and responsible tourism; and green goal communications. This Green Goal programme, that was funded by Global Environment Facility (GEF) and implemented by United Nations Environment Programme (UNEP), contributed to the reduction of the environmental footprint of the 2010 FIFA World Cup. It was further expected that activities under this programme would influence greening of future large international events, besides acting as a catalyst for national greening strategy and promoting the value of responsible environmental management. The results from the evaluation of key activities implemented under the Green Goal programme were very encouraging, and led to the commitment by the South African Government to partner with GEF and UNIDO to promote and up-scale some of the activities under the National Greening Programme during the COP17. This Programme formed an integral part of South Africa's response to the challenges of global climate change and its pursuit of a more sustainable growth and development agenda. The Government of South Africa was particularly keen to engage other stakeholders, in particular the private sector, in efforts to green COP17. South Africa was to host COP17 on 28th November to 9th December 2011. This global event would be held in the City of Durban (eThekwini).

The *Greening the COP17* Project implemented through UNIDO therefore targeted interventions in and around the City of Durban as the hosting venue for COP17 and intended to showcase best practices under the National Greening Programme and the *South Africa–GEF* partnership in line with current national development priorities and policies. The main intended outcome was that COP17 would not only build on initiatives developed and experience gained during the Greening of the FIFA 2010 World Cup, but also would emphasize South Africa's national priorities and GEF's commitment to promote them through renewable energy (RE) and energy efficiency (EE) technologies as measures to reduce the carbon footprint of the COP17 event. The project would also demonstrate, through this international forum, South Africa's commitment to climate change mitigation and adaptation and the value of its partnership with GEF in this respect. This would be achieved through the raising of awareness on low carbon technologies and green practices among COP delegates and local communities in and around Durban as well as for the country as a whole.

The project had four distinct components namely:

- Component 1: Communications and Awareness Raising

[8] Greening WSSD, http://www.greeningthewssd.com/projectprofile.htm, 28 Nov 2012.

- Component 2: Innovative Technology Competition for Small and Medium Enterprises
- Component 3: Low Carbon Public Transportation
- Component 4: Solar Water Heater Emission Offset to Support Health Clinics

3 PROJECT PLANNING AND DESIGN

3.1 Project Planning

To assess the initial planning, the ITE Consultant had to rely on the original Project Document and interviews as there are no other project scoping or formulation documents available. However, there is a clear indication that the planning and design of the project largely drew on and was informed by the experience and lessons from the Greening efforts of the FIFA 2010 World Cup. In fact most of the key government stakeholder representatives at all levels (national, provincial and local) who were involved in the Greening COP17 Project had been involved in the FIFA 2010 World Cup Greening efforts. The key stakeholder informant also alluded to extensive engagement of GEF and UNIDO with various government departments, in particular the DEA, in the lead up to pre-COP17 preparations. Furthermore, GEF had already had an extensive track record in funding and implementing projects of this nature and lessons learned from these engagements in South Africa were considered.

3.2 Project Design

With regard to the project design, the original log frame in the project document (depicted in Table 1) summarizes the design and key features of the project. The log frame and overall intervention logic is appropriate to the project design. The project is broken in four components, which are projects unto themselves, and these are:

- Component 1: Communications and Awareness Raising
- Component 2: Innovative Technology Competition for Small and Medium Enterprises
- Component 3: Low Carbon Public Transportation
- Component 4: Solar Water Heater Emission Offset to Support Health Clinics

Table 1 Logical Framework Matrix for "*Greening the COP17 in Durban – South Africa" project*

Results	Indicators	Means of verification	Assumptions & Risks
Objectives			
- Lowering the ecological footprint of the COP17 in Durban, South Africa. - Showcasing targeted activities under the National	- Number of activities implemented to reduce the ecological footprint of COP17. - Number of best practices of the SA – GEF Partnership and	- Reports on the impacts of the project activities - Reports of the projects showcased and implemented	- Government engagement and support to this activity is very strong. The project will seek to maintain this. - Local Government

Greening Programme and the South Africa-GEF Partnership.	South Africa's National Greening Programme implemented		elections may alter the timeline of the project.
Outcomes			
Component 1: **1.1**Increased awareness by COP17 participants and Durban inhabitants.	- Documents, report, brochures, videos and other material developed as part of the information package. - Number of volunteers hired and number of information packages disseminated. - Number of high profile "tap water" toasting sessions organized and number of participants to these sessions	- Number of volunteers engaged in communications and advocacy activities. - Time of Media broadcasting these activities and initiatives. - Report of the high profile toasting sessions	- Continued government support will be central to the success of these activities. - Proposed activities are properly linked with COP organizing committees
Component 2: **2.1**Innovations in clean energy technologies in selected SME are promoted.	- Increased recognition of the role of clean technology innovations in SME's.	- Number of participants in SME competition. - Plan in place to continue the competition after COP17	- The project will continuously highlight the opportunities for the private sector.
Component 3: **3.1**Low-carbon public transport system programme further developed.	- Facilitated operationalisation of low carbon urban transport programme. - Rental time of bicycles.	- Report on the utilization of the bicycles and the business model approach.	- Appropriate incentives in place for the business models for the private sector. - Increased investment in low carbon technologies.
Component 4: **4.1** Pilot installation of SWH in selected health clinics.	- Number of health clinics equipped with SWH's. - Carbon offset mechanism in place for COP17	- Report on the design, installation and training programme. - Report on the contribution to the mechanisms by COP17 participants.	-The use of SWH in rural institutions is viable
Outputs			
Component 1 **1.1** Green passport. **1.2** Communications materials on the	- Number of Green Passports designed, printed and distributed.	- Project progress reports and monitoring materials. - Number of national	Government engagement and support to this activity remains very

initiatives of the SA-GEF Partnership and Greening SA. **1.3** Information package developed. **1.4** Environmental volunteers distribute the information packages.	- Number of information packages produced, printed and disseminated. - Videos of best practices publicized. - High-level toasting events organized at COP17.	TV programmes highlighting the initiatives and TV screens around the COP venue and other open spaces. - Attendance at the high level toasting events	strong.
Component 2 **2.1** Platform for promoting low carbon technologies in SMEs. **2.2** Clean technology Innovation competition.	- Platform established, up and running. - SMEs participate in the competition. - Private sector representatives involved in the competition.	- Number of subscribers to the technology platform. - Number of SMEs involved in the competition - Competition held and winners announced at COP17.	Close involvement and buy-in of SMEs in promoting low carbon technologies
Component 3 **3.1** 300 bicycles purchased. **3.2** Bicycle path networks expanded and upgraded. **3.3** PPPs established.	- Bicycles purchased and rented out - Training for operators conducted.	- Monitoring reports. - Report on the training.	Strong support to be provided by City of Durban by integrating this initiative into urban city plan
Component 4 **4.1** Four Health clinics fitted with SWHs. **4.2** Mechanism set up to offset CO_2 emissions.	- Number of SWHs purchased and installed. - Number of vouchers for the offset of emissions purchased.	- Renewable energy capacity installed. - Progress reports. - Reports on the volume of emission offsets avoided.	SWHs get commercially adopted by health clinics in and around Durban

It should be noted that there were changes in the original project design with regards to Component 4. This component originally entailed the supply and installation of SWHs only in rural clinics. However the supply of stoves and LED lighting was incorporated into the design of the project, including two schools as beneficiaries. According to key informants this was to showcase possible solutions relevant for the rural households in line with the SWHs that were being retrofitted onto community health facilities. That increased the interest and awareness of the people in climate change issues. Moreover the cook-stoves in particular were a product of a project aligned to UNIDO in Lesotho.

3.2.1 Project Objectives

There are two clear and well-articulated broad objectives underpinning the project – (1) Lowering the ecological footprint of the COP17 in Durban, South Africa and (2) Showcasing targeted activities under the National Greening Programme and the South Africa-GEF Partnership.

However, whilst the objectives are clearly stated, the cause-and-effect link between the specific outcomes of each component towards each of the objectives is not shown explicitly, but is rather inferred. According to the Logical Framework Analysis (LFA), this means a specific development objective must be achieved through specific results (outputs and outcomes) from specific activities. As there are two objectives in this case, the Project's LFM should have had a clear causal link between each objective and results and activities.

3.2.2 Project Outcomes

The project outcomes are clearly stated and achievable.

3.2.3 Project Outputs

The project outputs are clearly stated and achievable. However, it is not clear if Output 3.3 "PPPs established" refers to the Public-Private-Partnerships (PPPs) that would have been established for the implementation of bicycle hiring systems during COP17 or ones that would continue to implement the system post-COP17. The associated assumption that "Strong support to be provided by City of Durban by integrating this initiative into urban city plan" suggests the latter. If so, there should have been an additional assumption that a PPP framework and an underpinning business model should be in place. Alternatively the output should have been a PPP model or business model that could be up-scaled.

3.2.4 Indicators and Means of Verification

Best practice in project design requires objectively verifiable indicators (OVIs) to be 'SMART' i.e. specific, measurable, achievable, relevant, and time-bound. The OVIs set out, while specifically not time bound, are implicitly so in terms of the time frame of the project.

The means of verification for each of the indicators are well identified and defined.

3.2.5 Assumptions and Risks

The assumptions and risks identified in the original log frame are appropriate and valid.

3.3 Strengths and Weakness of the Project Design

3.3.1 Strengths

- The project design is well informed and aligned to government policies and imperatives and inherently incorporates lessons learnt from previous projects, particularly the greening efforts of the FIFA 2010 World Cup.
- There were other greening activities that the government was carrying out for COP17 and the GEF/UNIDO activities had to be fully integrated into these activities. The design of the project took this into account.
- The log-frame is very sound with clear overall hierarchical cascading of objectives to outcomes, outputs, and activities/inputs, notwithstanding the lack of causal linkages as discussed in subsection 3.2.1

- The assumptions and risks identified are appropriate and sound.
- The SMART principles underpin the log-frame very well.

3.3.2 Weaknesses

- The contribution or link of specific component activities to each of the two project objectives is only inferred (as discussed in subsection 3.2.1).
- The timeframe within which the project was to be implemented was constrained for effective achievement of all the targets.

3.4 Overall Assessment Rating of the Project Planning and Design

The project planning and design are very compelling and had only minor weaknesses as stated earlier. Therefore, the design of the project is deemed to be Highly Satisfactory.

4 PROJECT IMPLEMENTATION

4.1 Project Governance and Management and Monitoring & Evaluation

UNIDO was selected as the GEF Implementing Agency involved in this project and the Department of Environmental Affairs (DEA) was the main client and local counterpart. As the GEF Implementing Agency, UNIDO held the ultimate responsibility for the timely implementation of the project, the delivery of the planned outputs and the achievement of the expected outcomes. Other stakeholders were related to specific components of the project as follows:

Component	**Partners**	**Implementing Partners/ Systems**
Communications and Awareness Raising	DEA	KZN Premier's Office
Innovative Technology Competition for Small and medium Enterprises	DTI	CSIR/NCPC-SA
Low Carbon Public Transportation	DOT	eThekwini Municipality
Solar Water Heater Emission Offset to Support Health Clinics	DOE	KZN-DOH

A Project Steering Committee (PSC) was established under the Chairmanship of DEA. Its members were DOE, **the dti**, eThekwini Municipality and UNIDO. Representatives from institutions involved in the different project components such as NCPC-SA managed by and located at the CSIR, and the Local Government of the KZN Province, could be represented in an observer capacity. The GEF Focal Point for South Africa could also be represented in the PSC in an observer status. A Project Management Unit (PMU) consisting of National Project Manager (NPM) and a Project Administrative Assistant (PAA) under UNIDO acted as the Secretariat of the PSC and referred to as the Project Management Office (PMO). Operating as an

entity, the PMO would be responsible for the day-to-day management, monitoring and evaluation of project activities as in the agreed project work plan. The PMO would coordinate all project activities being carried out by project national experts and partners. It would also be in charge of the organization of awareness-raising, sensitisation and the seminars and training to be carried out under Project. For each of the four project components, an advisory working group would be established to ensure broad participatory approach. The project governance and management structure of the project is depicted in **Error! Reference source not found.**.

The PSC operated under the adopted "**RULES OF PROCEDURE** for the Project Steering Committee" which set out the composition of the PSC, the chairing of the meetings, roles and responsibilities, reporting, and so forth.

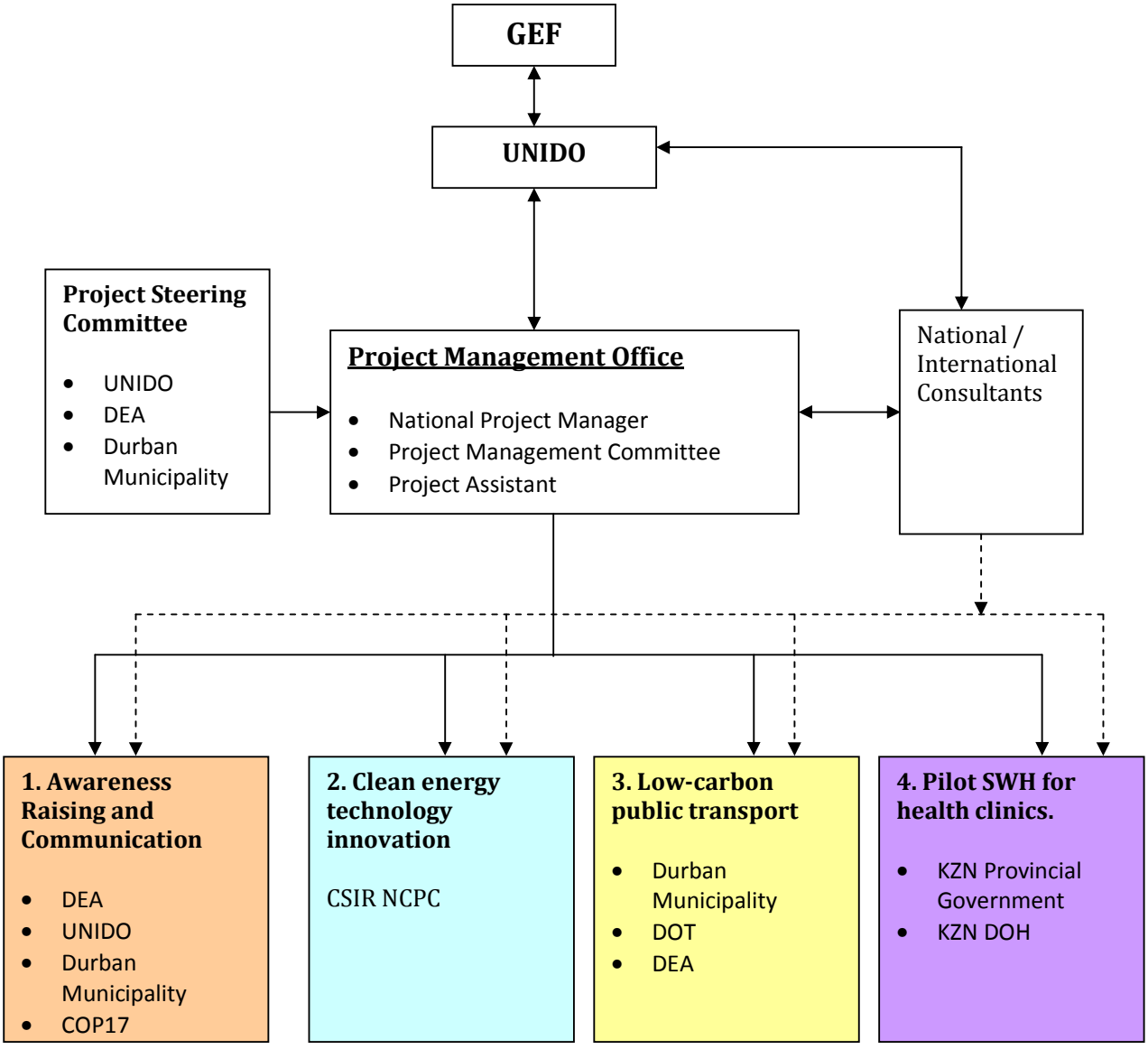

Figure 1: The Originally Proposed Governance and Project Management Structure of the "Greening COP17 in Durban South Africa" Project

4.1.1 Specific Component Management

The management of specific components of the project differed slightly from component to component depending on nature of the component and the foreseen post-COP17 event legacy projects. This also depended on the level of commitment and the respective responsibilities of the counterpart government departments. The counterpart departments were therefore co-opted accordingly; the PSC, through the DEA, wrote to the departments and outlined their specific responsibilities.[9] The following is a summary of the level of management of the components:

- Component 1 - There was more direct involvement of the PMU in the implementation of the activities of Communications and Awareness Raising component, especially the showcasing of the GEF-SA partnership. This could be cited as the highest level of PMU involvement in the management of a project component.
- Component 2 - In the case of *Innovative Technology Competition for Small and Medium Enterprises* (Cleantech South Africa Competition) the PMU employed a Project Manager on a year's contract and seconded him to the hosting institution. The PMU was however still responsible for oversight and thus accountable for all the deliverables.
- Component 3 – With regards to the *Low Carbon Public Transportation* (Non-Motorized Transport) component, the hosting institution – eThekwini, took the lead whilst the PMU's role was reduced to monitoring and reporting progress as well as allocating resources that had been agreed, such as a consultant for the bicycle security and management systems as well as the bicycles themselves.
- Component 4 - The Solar Water Heater Emission Offset to Support Health Clinics component was contracted to a service provider, but closely monitored by the PMU and counterpart, KZN Health Department.

4.1.2 Monitoring and Evaluation

The PSC was also responsible for monitoring project progress (outputs, quality and timeframes). However there is no indication that a mid-term evaluation on the project took place during the project implementation phase. This could have been caused by that fact that most of the activities were concentrated in the early part of the project period, i.e. September to December 2011 and that during that period, the PSC convened three meetings that carried out detailed implementation progress reports of each of the components. The mid-term evaluation report was scheduled for July 2012, well after the COP17 event. The table below lists the dates on which the PSC meetings were held and the related targets and outcomes.

PSC Date	Target	Major Outcome(s)
26 July 2011	Allocate roles/responsibilities	PSC guidelines; PMU TORs; minutes distributed
16 September 2011	Operationalise PMU; adopt PSC rules, align work-plan; introduce M&E system	Greening Workstream integration; minutes distributed
2 November 2011	Review progress; take stock of information packages; refine side events	Drafts for print; confirm dates of side events; confirm high level guests

9 Letters were sent to the DOE, DOT, KZN DOH, and **the dti** (with regards to the involvement of CSIR NCPC-SA as an agency of **the dti**)

	programme	
27 November 2011 (held in Vienna)	Confirm outsourced deliverables; commission distribution systems; dry runs	Kick-off deployment of operatives; finalize preparations for certain side events

4.2 Implementation of Project Components

4.2.1 Communications and Awareness Raising

This project component would provide the additional technical assistance in communicating the benefits of climate change action to all stakeholders at different levels. The project would raise awareness of ongoing activities by the South African Government with a particular focus on *South Africa–GEF* partnership. Information packages on ongoing activities would be developed. Environmental Volunteers would be trained and engaged to, among others, distribute the information packages. In addition, COP17 would be used to highlight the success of the ongoing projects such as the energy efficiency programme and a tap water promotion campaign in Durban Municipality.

There was a communication content plan devised that set out the main communications platforms through which content identified would be channelled:

- General media
- Websites - official COP17, DEA and eThekwini's website
- COP17 related publications, such as the Green Passport
- Road Shows conducted by the KZN Premier's Office
- CCR Expo and side-events

The following were the four focal content areas:

- **Content Area 1**: Awareness-raising on COP17 and Climate Change - This content area had mainly been flagged in recognition of the events and activities that had taken place to raise awareness about climate change and COP17. By the very nature, events are usually accompanied by good media planning and products and therefore not much additional content development was envisaged in relation to this area other than an overview of all activities.
- **Content Area 2**: Event Greening - The objective of this content area was to describe the application of event greening principles and practices to the venues and events utilised in the run up and hosting of COP17. This content area had been categorised into the following four thematic areas:
    A. Greening of venues and events
    B. Greening of the hospitality industry
    C. Greening of transportation
    D. Greening of safety and security
- **Content Area 3**: Carbon Footprinting and Offsetting - The first objective was to provide information about the process of carbon footprinting and offsetting

and the second objective was to gain as much support as possible for the carbon offsetting mechanism.

- **Content Area 4**: Greening Initiatives - The first communication objective was to demonstrate that the country's natural resources (energy, water and biodiversity and closely related, waste management) have been sustainably used and conserved in the execution of COP17. The intention was to provide content that addresses the subject matter holistically and sectorally. The second communication objective was to share information on the ecological footprinting (method and results).

There were several activities/milestones involved in this component and these can be summarized as follows:

- **Environmental Volunteers**: Some 50 volunteers were recruited and trained to interact with the delegates, guests and general public during COP17. Of the 50, at least 20 had experience from the FIFA World Cup and were mainly oriented for COP17. The main tasks of the volunteers were to distribute information on climate change and assist delegates, guests and the general public in the areas where they were deployed to find their way to relevant and interesting side events. They also administered a questionnaire on the general effectiveness of COP17 and related services. The results of the questionnaire are available in *COP17/CMP7 Visitors' Survey Input* Report and*2011 NATIONAL ENVIRONMENTAL VOLUNTEER RESEARCH REPORT*.
- **Green Passport**: Based on the Green Passport distributed during the FIFA World Cup in 2010, an updated version relevant to COP17 was designed with the active participation of all relevant partners. A total of 20,000 green passports were printed for distribution during COP17. Several distribution outlets were used including the booths and stands of DEA and UNIDO, and volunteers as well as *IndaloYethu* who were the custodians of the green passports. A majority of the green passports were distributed through these channels during the COP17 event and the remaining few were still available for distribution through special events and to guests, mainly through the UNIDO offices (Southern Africa Regional Office and Head Quarters in Vienna).
- **GEF-SA Projects**: Selected GEF funded projects were selected for showcasing and these were visited and filmed. The footage was edited for showing in various forums including at the UNIDO booth during COP17.
- **Information Packs**: Over 3,000 USB information packs were created for distribution of UNIDO programmes and other information relevant to the event. The USBs had a 2-Gig capacity and were branded with UNIDO logo. This was primarily to be in line with the "paperless office" theme of UNIDO as part of the greening initiative. Over 2,500 of the USBs were distributed during the event and the remaining few were distributed amongst partners and some were still available after COP17 on demand from the UNIDO regional office.
- Two initiatives were conducted namely the **Energy Efficiency Campaign of South Africa** and a **tap water promotion campaign** by the city of Durban demonstrating its high quality tap water, certified with the "Blue Drop" Status.

4.2.2 Innovative Technology Competition for Small and Medium Enterprises

Under this component, the South Africa National Cleaner Production Centre (NCPC-SA) and CSIR with support of other potential national partners were to organise and conduct a clean technology innovation competition (also referred to as *Cleantech Competition*) for small and medium-scale enterprises (SMEs). This competition was intended to raise awareness and change the mindset around innovative clean technology in South Africa, while enhancing opportunities for entrepreneurs and small businesses. Private sector partners would be presented with opportunities to contribute to business plans for sustainable development and expand investment in clean energy technology in South Africa. This would provide scale-up and replication opportunities. Under this project, over a six month period, innovators and entrepreneurs would be trained, mentored, and participate in a selection process to find those with the best ideas and business plans. It was planned to have 5 winners to be announced at the COP and awarded with grants or free legal and business development services provided by private sector partners. Support for innovative SMEs would create tangible incentives for aspiring entrepreneurs in all fields to contribute to sustainable development. This process would be anchored in one of the local institutions to ensure the continuity of this project beyond COP17. In particular, the project would establish linkages between the competition and the private sector at local and international level.

The operating unit was established under the NCPC-SA at CSIR under the direct responsibility of **the dti**. A Project Manager was appointed to implement the component in close liaison with the main PMU located at UNIDO. The timelines for roll out of the competition seem to have been very tight and dependent to a large extent on external factors such as response to the call for submissions to the competition as well as sponsorship from the private sector. The following milestones were achieved:

- The Competition was mentioned and handouts (e-brochures) issued to delegates to the *Climate Innovation Centre* workshop at the Innovation Hub;
- The Competition was disseminated to networks through a number of channels including Proudly SA, KSEF, The Innovation Hub, Engineering News, CSIR e-News, Department of Environmental Affairs and LinkedIn;
- A limited number of clips were advertised on Talk Radio 702. The station was chosen because of its rich entrepreneur-focused content such as Entrepreneur SA, the Money Show, and Business Report as well as LEADSA;
- A web page was developed under the NCPC-SA website, and was updated with the assistance of the CSIR information technology unit. This was used to advertise the competition, provide information and application forms for download. A telephone number and office was also assigned to the competition by the NCPC-SA;
- The Clean Environment Network hosted an international webinar focused on the Competition on the 1st November 2011. Entrants from Pretoria were able to participate physically at the CSIR while others participated online. This was meant to raise the profile of the competition and to attract partners.
- Forty-one entries were received by the close of the submission deadline of 25 October 2011;
- Finalists were subjected to a comprehensive training programme. This consisted of a 2-day session in Pretoria with Finalist teams to prepare both 15-minute and 5-minute presentations in preparation for the Awards Ceremony that was to be held on 6 December 2011; and
- Judging and selection, and the Awards Ceremony Gala Dinner took place on the 7th and 8th December 2011, respectively; and

- The success of the Competition has resulted in a joint decision by GEF and UNIDO to develop a new global flagship programme on Cleantech for SMEs. Until September, 2013, 5 countries have got their Cleantech projects approved by GEF, including a new one for South Africa.

The competition had three categories for entry – (1) Renewable Energy, (2) Energy Efficiency and (3) Green Building. There were also two tracks to the competition depending on the technology as being (1) adaptive and appropriate, and/or (2) breakthrough innovation. Most entries fell into the Renewable Energy Category and there was more or less even distribution of entries in the Tracks. A detailed breakdown report on the entries and the process of selection as well as analysis of categories was compiled and is available.

4.2.3 Low Carbon Public Transportation

The Low Carbon Public Transportation (Non-Motorized Transport commonly referred to as "NMT") was implemented in collaboration with eThekwini Municipality and the National Department of Transport (DoT) to provide bicycles to COP17 delegates, accredited personnel and the general public in Durban during the period the COP17 event. The bicycles could be used to move people around the COP venue area as well as between the COP area and the inner city through the cycle paths that were constructed for the FIFA World Cup 2010 and extended for the COP17 event. This activity was linked to the German Development Bank KfW's clean transport and school support programme in South Africa, particularly the construction of cycle tracks. Information on environmental, health and social impacts of cycling and transport emissions was to be visible on stations where the bicycles would be rented from under the various rental conditions. Initially, the idea was to link the rental price of the bicycles to CO_2 emissions reduction resulted from using bicycle instead of motorized transport, particularly private cars. The resultant emissions reduction would then be offered to the COP17 participants for donating to offset their GHG amounts relating to their participation in the event. Promotional documents and media on this component would contribute to the *Communications and Awareness Raising* component of the Greening COP17 project.

The provision of bicycles to COP17 delegates was a joint project amongst:

- eThekwini Municipality: Cycling infrastructure (lanes, signage, lock up facilities), bicycle site facilities, bicycle site management and bicycle maintenance;
- KfW: contribution of funds for cycling infrastructure;
- Global Environmental Facility (GEF) Greening COP17 Project implemented by UNIDO: Donation of 300 bicycles to eThekwini Municipality. Funding of the bicycle system manager and the funding of the bicycle management system; and
- Department of Transport: Loan of 450 *Shova Kalula Bicycles* for use during COP17.

Event preparation started in August with the procurement process for bicycles, construction of the infrastructure and related services. The bicycles were sourced from Europe.

The NMT component was quite visible and attracted substantial attention of the media. A cycle relay event was proposed and implemented by the Southern African Bishop Catholic Bishops (SACBC) under the theme *Ride for Climate Justice* and was quite prominent as it started well before the COP17 event. The relay started from the town of Beitbridge (on the South Africa/Zimbabwe border) with 17 cyclists symbolizing the 17 COPs. The relay was carried out over a period of 17 days making 17 changeovers en route to Durban. The final 17 cyclists arrived in Durban on 25th November, a few days before the start of COP17 on 28th November. The riders consisted of 6 professional cyclists who rode all the way from Beitbridge to Durban.

The High-Level Cycling Event handover ceremony of the 6th December also attracted significant public and media interest. It was initially planned for the ICC area as the finishing point, but due to logistical and security issues it had to be moved to the beachfront. The ceremony attracted 60 invited guests, with special guest encompassing relevant highest-level officials from government and international organizations as well as high profile dignitaries.

The event had to be done in a shorter time than was originally planned due to commitments of the dignitaries as the COP17 main business was at its peak.

Delegates and non-delegates were able to hire bicycles from four points: Central Transport Hub, North Beach, the Green Hub and uShaka Marine. The hire points were staffed by at least two people. Different systems were used for delegates and non-delegates and these are contrasted in the table below:

	Delegates	**Non-Delegates**
Hire	a) Delegate accreditation scanned b) Delegate details captured c) Selected bicycle scanned d) Delegate signed acceptance of terms and conditions e) Bicycle, helmet, hairnet, contact details for maintenance assistance and lock (if applicable) handed over to delegate	a) Non-delegate details captured b) Credit Card deposit of R500 taken off credit card (this deposit was also used for delegates initially, but was dropped after a few days as it discouraged use) c) Selected bicycle scanned d) Non-delegate signed acceptance of terms and conditions e) Bicycle, helmet, hairnet, contact details for maintenance assistance and lock (if applicable) handed over to non-delegate
Return	a) Delegate Accreditation Scanned b) Returned bicycle scanned c) Return receipt given to delegate d) Bicycle, helmet, and lock (if applicable) returned by delegate	a) Returned bicycle scanned b) Credit Card deposit refunded less the hire cost (non-delegates charged R50 per hour and R200 per day) c) Return receipt given to non-delegate d) Bicycle, helmet, and lock (if applicable) returned by non-delegate

Of the total of 714 people who used the bicycle system, 649 were delegates and 65 were non-delegates. A total 1,319 bicycle hire transactions took place, with the most hires (258) taking place on the second and final day of the Development and Climate Days at COP17, i.e. on the 4th of December 2011 (see the total breakdown in Figure 2).

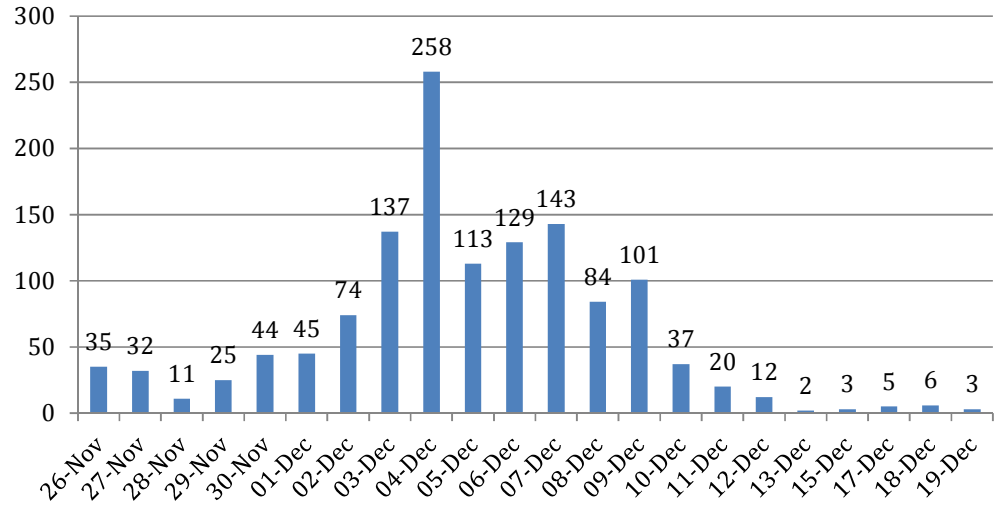

Figure 2: Number of bicycle hires per day

4.2.4 Solar Water Heater Emission Offset to Support Health Clinics

Building on already on-going efforts to promote the use of solar water heaters (SWHs) in the residential sector, this project was conceived to promote the installation of SWH for health clinics in and around Durban in the KwaZulu-Natal Province. With financial support of the GEF, SWHs were to be installed on selected rural health clinics as a start of a programme to retrofit the antiquated energy inefficient water heaters that were already in place. Using these pilot installations, participants at the COP17 were to be offered carbon credits to support the project through financial contributions. The City of Durban, together with the COP organisation committee, had a bundle of registered CDM projects which generated carbon credits that would then be offered to COP delegates in order for delegates to offset their COP related emissions. The social infrastructure of/for SWH initiative proposed in this project would not be an officially registered carbon credit project but was to be seen as a social responsibility project that delegates could support to further the greening of their COP footprints.

A service provider, LTE Energy, was contracted to design the SWH retrofit systems for 19 clinics in Msunduzi, eThekwini and iLembe Municipalities. The service provider was to also procure the SWHs, install them and train technicians on their maintenance. The responsible authority for the rural clinics that were selected was the KZN Department of Health (KZN-DOH). All the selected clinics fell under the KZN-DOH and therefore the maintenance training had to be targeted for the KZN-DOH maintenance personnel. The authority responsible for energy at national level, Department of Energy (DoE) was co-opted to supervise the installations and to sign off of matters of technical compliance with a focus on functionality, quality of devices installed and safety issues.

The scope of the component was expanded to include LED lighting, cook-stoves and alternative building technologies applicable for schools and households. The addition of these aspects in the Component was also in anticipation of the side-event on rural energy access that attracted the largest audience with the highest profile of guests from government and the UN. It literally endorsed the ideals of the Greening COP17 Project and set the tone for legacy projects. The President of South Africa expressed the commitment of Government towards the UN Secretary General's Sustainable

Energy for All (SE4ALL) and invited potential partners to take up their positions in the process. This side-event also gave GEF an opportunity to interact directly with the President on GEF-SA Projects and most importantly to interact with local communities and have a good perspective of the relevance of GEF interventions in SA. The side-event was scheduled a day before the end of COP17 and gave the host an opportunity to review achievements of the COP event. The participation of high-level delegates was phenomenal as it included the UN Administrator, DG-UNIDO, GEF Deputy CEO, Minister of Energy, Minister of Public Enterprises, Mayors of Durban, iLembe District and KwaDukuza Local Municipality all of who are the key players in conception, support and implementation of COP17 legacy projects. Their participation in such a local event amply demonstrates the relevance of the intervention of the project, the buy-in into the project at the highest political level and the need to ensure that local communities derive immediate benefits from the GEF-SA partnership.

5 PROJECT ASSESSMENT

5.1 Project Relevance

5.1.1 Relevance to South Africa

The Project was made to complement and integrate into the South African policy frameworks and interventions that were underway to combat climate change and promote the green economy (Chapter 2 provides an extensive discussion in this regard). Therefore, the Project was relevant to South Africa in that it aligned to relevant policies and interventions.

5.1.2 Relevance to UNIDO

The Project was relevant to UNIDO in that the organisation "is a specialised agency with the mandate to promote [sustainable] industrial development in the world's developing and least developed nations". UNIDO supports patterns of energy use that mitigate climate change and are environmentally sustainable, and promotes access to clean energy for productive activities. This effort involves promoting energy efficiency and energy management standards, as well as supporting the adoption of renewable energy sources in the industrial sector.

Moreover, the Project was aligned to the UN's Secretary General's flagship initiative *SE4ALL* that envisages universal access to sustainable energy.

5.1.3 Relevance to GEF

The project was relevant to GEF because the funding organisation was established as "the largest public funder worldwide of projects aiming to generate global environmental benefits, while supporting national sustainable development initiatives" and because the funding agency was already in partnership with South Africa. Since joining the GEF, South Africa received GEF grants totalling US$108,138,421 that leveraged US$725,859,645 in co-financing resources for 31 national projects. These include 16 projects in biodiversity, 12 in climate change, two multi-focal area projects,

and one in persistent organic pollutants.[10] Some of these were even showcased during COP17 as part of Component 1.

5.1.4 Assessment of Relevance

This area under review is deemed to be *Highly Satisfactory*.

5.2 Effectiveness: Attainment of objectives and planned results

Overall, the objectives and planned results of the project were achieved. The implementation and results of the Components of the Project are discussed extensively in Section 4.2. Further evaluation of the results against planned targets is provided in the table below.

Outcomes by Project Component	Indicators	Target Level	Results	Rating (HS/S/MS/ MU/U/HU)
Component 1:				
Outcome Increased awareness by COP17 participants and Durban inhabitants	- Documents, reports, brochures, videos and other material developed as part of the information package. - Number of volunteers hired and number of information packages disseminated. - Over 25,000 green passports distributed. - number of high profile "tape water" toasting sessions organized and number of participants to these sessions	All the set targets have been reached.	- Documents, reports, videos developed and distributed during and after COP17 - At least 50 volunteers hired to distribute information packages -Over 25,000 green passports distributed. - At least 1 official water toasting event held during COP17 side event	HS
Component 2:				
Outcome Innovations in clean energy technologies in selected SME are promoted	- Increased recognition in the role of clean technology innovations in SME's	Completion of the 2011 competition cycle and establishment of the platform to organize the 2012 competition.	The Cleantech Competition was successfully organized with a gala award dinner organized during the COP17. Three Ministers from South Africa - the Premier of Kwazulu-Natal province, the GEF CEO and the UNIDO DG were the key speakers of	S

[10] South Africa and the GEF, http://www.thegef.org/gef/sites/thegef.org/files/publication/South%20Africa%20-%20Fact%20Sheet.pdf, accessed 18 Dec 2012.

			the event. The Platform and capacity created for the organization of future cleantech competition. However, the Competition did not attract funding and anticipated number of entries owing to the constrained timeframes within which the project was to implemented	
Component 3:				
Outcome Non-Motorized public transport system programme further developed	- Facilitated operationalisation of low carbon urban transport programme. - Rental time of bicycles	Infrastructure, equipment and management system established and commissioned for use during COP17	Cycling infrastructure with financial support by KfW, upgraded, bicycle management developed, 300 bicycles provided, and together with 500 bicycles provided by the Ministry of Transport of SA well used during and after the COP17. A high-level cycling event was organized during COP17 with more than 50 cyclists, among them are the Minister of Transport of SA< the UNIDO DG, GEF staff, and the German Ambassador to SA.	HS
Component 4:				
Outcome Pilot installation of SWH in selected health clinics	- Number of health clinics equipped with SWH's. - carbon offset mechanism in place for COP17	- 19 clinics targeted for retrofitting with SWHs - Tool of choice was to be determined by CEBA (Community Ecosystems-based Adaptation)	- All 19 clinics targeted were retrofitted with SWHs - Carbon off-sets were calculated based on equipment specifications as the CEBA tool was not available/ applicable. High level event attended by President Zuma, DG UNIDO, Administrator UNDP and GEF organized to launch	HS

			the SWH systems.	

The statements by policy makers, e.g., Minister of Energy on the GEF-SA partnership and Minister of Environmental Affairs on the Greening project, do show that the greening COP17 project served as a platform for showcasing the GEF-SA partnerships and the achievements by the various projects. The feedback from both the public and private[11] sectors was positive. In particular, the general public in KZN fully appreciated GEF efforts under the SWH component, in particular the fact that efforts to address global environmental issues do also bring local and direct benefits through the SWHs, improved cook-stoves, etc. Communities in KwaDukuza also came to realize that GEF partners with South Africa in addressing their local issues, i.e., the efforts of GEF are in line with local sustainable development needs.

The key beneficiaries of the project are as follows:

- The government benefitted from the technical assistance provided by UNIDO through the project, pilot projects that can be replicated and scaled up, capacity and knowledge base gained that will lead themselves to future events;
- Small enterprises benefitted through the Cleantech Competition in the form of prize money (for the winners) and technical support through mentorship and advice;
- The rural clinics and schools benefitted from the installation of SWHs, LED lighting and knowledge and appreciation of Climate Change;
- The community at large benefited through knowledge gained as a result of awareness-raising on Climate Change, jobs that were created through the projects (employment created in the installation of SWHs, etc), capacity building (training of volunteers, etc.), and the cycle infrastructure.

This area under review is deemed to be *Highly Satisfactory*

5.3 Implementation Efficiency

General feedback from key stakeholder informants is that the Project was constrained in terms of time available for implementation. However, feedback from the anchor counterpart department (the DEA) is that resources had been tied up in the project closing activities of the FIFA 2010 World Cup, which continued well into 2011. As such the planning for the Project could not have started earlier as the resources would have had to be migrated to the COP17 projects. Despite the time constraints, the key informants lauded the support of the National Project Manager and the DEA and the cooperation of local authorities in achieving the deliverables under these challenging circumstances.

In fact these factors (support and cooperation) proved to be the key success factors of the Project as attested by all the stakeholders with whom the ITE consultant engaged – the common thread was that the commitment, coordination and integrated effort by stakeholders at all levels was to be commended. The ownership with which government took the Project and support by UNIDO at various levels was well appreciated.

[11] In fact, the company that was appointed to develop *the bicycle hire and people management system*, was awarded the *KZN Centre Significant Award* by the South African Institute of Electrical Engineers (SAIEE)

Please refer to Chapter 4 for a detailed narrative on the implementation of the Project. It should be mentioned that whilst all four Components were constrained by time, Component 2, the Cleantech Competition, was the most affected. Unlike the other three components that complemented already ongoing interventions and strategic frameworks, the Cleantech Competition was a new initiative that very much needed enough time to take root; needless to say the Component earnestly began in August 2011 culminating in the Award Ceremony in December 2011 (5 months – translating to minimal time to invite entries and sponsorship). In comparison, the Cleantech International Competition on the other hand starts in March, culminating in November (10 months). However, despite these shortcomings, the only target that was not met was attracting private sector sponsorship and as such the implementation of this Component must be commended.

Component 4 results are positive in that the targets as set out in the project design were exceeded – additional 2 schools were added as beneficiaries of SWHs, and up to 30 households in the vicinity of Groutville Clinic were equipped with smokeless cook-stoves and Solar LED lighting.

Overall the project objectives were achieved within set timeframes and budget. This area under review is as such deemed to be *Highly Satisfactory*.

5.4 Sustainability of Project Outcomes

The risk factors associated with the sustainability of the Project outcomes are deemed to be low (see the table below for the assessment of each risk factor).

Factor Assessed	Comment	Rating
Financial risks	The Project was linked with existing government interventions and policies. Government departments have budgets in place to implement projects that fall under their specific mandate. GEF and UNIDO have shown interest and are engaging with various government departments and other stakeholders in implementing legacy projects. There are other funding/donor agencies like KfW that have shown commitment in working with government on sustainable integrated transport infrastructure.	L
Socio-political risks	The government has legislation, various policies and strategic frameworks under which the project should be implemented. The drivers for these are not just environmental factors but also sustainable social redress.	L
Institutional framework and governance risks	There are various implementation agencies of government that can implement the various legacy projects from the specific Components. There is also legislation that underpins the mandate and funding instruments of these institutions.	L
Environmental risks	There are none envisaged. The very nature of the legacy projects would be address environmental concerns.	L

Rating Key

- Likely (L): There are no risks affecting this dimension of sustainability.
- Moderately Likely (ML). There are moderate risks that affect this dimension of sustainability.
- Moderately Unlikely (MU): There are significant risks that affect this dimension of sustainability
- Unlikely (U): There are severe risks that affect this dimension of sustainability.

5.5 Project Management, and Monitoring and Evaluation Systems

The table below provides an assessment for Project Management and Monitoring and Evaluation of the Project.

Factor Assessed	Comment	Rating
M&E design	The M&E was well incorporated in the log-frame (see the discussion in subsection 4.1.2).	HS
M&E Implementation	The implementation of M&E during Project implementation was done through the PSC as discussed in subsection 4.1.2	HS
Budgeting and Funding for M&E activities	This was catered for in the project design – there was a budgeted allocation specifically for Project Management and M&E (refer to the PRODOC)	HS
Monitoring of Long-Term Change	There was no specific plan incorporated in the PRODOC in this regard. However, UNIDO's and GEF's thematic evaluations allow for this aspect.	S
Project Management	This aspect was particularly effective and efficient. A detailed discussion on this can be found in Section 4.1.	HS
Implementation approach	The implementation of the project was inclusive of the relevant stakeholders at various levels as may have been required. A discussion on this can be found in Chapter 4	HS

Rating Key

- Highly Satisfactory (HS): The project had no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Satisfactory (S): The project had minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Moderately Satisfactory (MS): The project had moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Moderately Unsatisfactory (MU): The project had significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Unsatisfactory (U) The project had major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Highly Unsatisfactory (HU): The project had severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

5.6 Assessment of Processes Affecting Attainment of Project Results

5.6.1 Preparation and Readiness

The PRODOC indicates that there was extensive engagement amongst GEF, UNIDO and the government in preparation of the Project. It also indicates that due diligence encompassing stakeholder identification and roles, implementation risks and mitigation, etc. was conducted.

From the assessment, it is clear that the integrated planning between the national

government, the provincial government and the local government arms ensured that the various interventions are in line with the very needs at the local level. Furthermore, the fact that there were other greening activities that the government was carrying out means that GEF/UNIDO activities had to be fully integrated into these activities. This was done well as the Project activities were essentially integrated into the Greening Workstream of the COP17 Event.

5.6.2 Country Ownership

The success of these activities hinged upon the full support of the project by the Government of South Africa, which the project enjoyed. Having hosted the FIFA 2010 World Cup and taken stock of the public support thereof, the government was extremely keen to make the greening of COP17 part of the activities to make the COP17 a "People's COP". The anchor counterpart government department, Department of Environmental Affairs, chaired the Project Steering Committee meetings thereby ensuring that the Government was on top of the project implementation process. As such the uptake and ownership was extremely high. In particular, the integrated planning between the national government, the provincial government and the local government arms ensured that the various interventions are in line with the very needs at the local level.

The PSC was inclusive of stakeholders from the point of views of decision-making, implementation, and progress monitoring. The roles of stakeholders were also spelt out very well (see Section 4.1) in the PSC Rules. Over and above this, stakeholder interaction and collaboration protocol was adhered to.

5.6.3 Financial Planning

This aspect was mainly the responsibility of the Component Project Managers at UNIDO HQ. Reports suggest that expenditure against budget was well managed and monitored.

5.6.4 UNIDO supervision and backstopping

Feedback from stakeholders overwhelmingly suggests that the National Project Manager's involvement and support in resolving challenges was appreciated. However, even though UNIDO led the planning of Legacy Projects, e.g., SE4ALL Pilot Projects in KZN, RIO+20 presentations, etc., there was disappointment that UNIDO became absent after the COP17 event. In fact there was eagerness that UNIDO's technical support would be beneficial in the implementation and scaling up of legacy projects.

5.6.5 Co-Financing and project outcomes and sustainability

This GEF funded greening project also required partnerships with other key stakeholders who have been working closely with the DEA on other projects. Key partners included the German KfW Development Bank on the non-motorized transport programme and IndaloYethu on the development of the Green Passport. Furthermore Phillips sponsored the cook-stoves and LED lights. The cooperation from all partners on the greening programme led to the successful implementation of greening COP17. It also led to the hosting of three successful side events and print media publications.

The only co-financing expectation that was not met was the private sector sponsorship of the Cleantech Competition for reasons previously outlined. However, this did not affect the outcomes or sustainability of the project as there are discussions (post-COP17) by relevant stakeholders on the relevant sustainable model for promoting clean technology innovation amongst SMEs in particular.

5.6.6 Delays and project outcomes and sustainability

Although the Project was constrained by time, the deadlines for deliverables were met owing to excellent integration, stakeholder involvement and ownership.

5.7 Overall Assessment Rating

Criterion	Evaluator's Summary Comments	Rating
Attainment of project objectives and results (overall rating) Sub criteria (below)		
Effectiveness	The objectives and planned results of the Project were achieved. There are various benefits the accrued as a result of the Project.	HS
Relevance	The Project was relevant in that it tied well with the SA government's climate change imperatives and interventions, as well as UNIDO's and GEF's Focal Areas.	HS
Efficiency	The activities were achieved within the planned timeframes despite the time constraints placed on the Project; owing to ownership, commitment, and cooperation of stakeholders.	HS
Sustainability of Project outcomes (overall rating) Sub criteria (below)		
Financial	The risks in this regard are deemed to be low. Government departments have budgets in place to implement projects that fall under their specific mandate. GEF and UNIDO have shown interest and are engaging with various government departments and other stakeholders in implementing legacy projects. There are other funding/donor agencies like KfW that have shown commitment in working with government on sustainable integrated transport infrastructure	HS
Socio-Political	The risks in this regard are deemed to be low. The government has legislation, various policies and strategic frameworks under which the project outcomes should be seen through. The drivers for these are not just environmental factors but also sustainable social redress.	HS
Institutional framework and governance	The risks in this regard are deemed to be low. There are various implementation agencies of government that can implement the various legacy projects from the specific Components. There is also legislation that underpins the mandate and funding instruments of these institutions.	HS
Environmental/Ecological	The risks in this regard are deemed to be low. The very nature of the legacy projects would be address environmental concerns.	HS
Monitoring and Evaluation (overall rating) Sub criteria (below)		
M&E Design	The M&E was well incorporated in the log-frame	HS
M&E Plan Implementation (use for adaptive management)	The implementation of M&E during Project implementation was done well through the Project Steering Committee	HS
Budgeting and Funding for M&E activities	This was catered for in the project design – there was a budgeted allocation specifically for Project Management	HS

Criterion	Evaluator's Summary Comments	Rating
	and M&E (refer to the PRODOC)	
UNIDO specific ratings		
Quality at entry	The PRODOC indicates that there was extensive engagement amongst UNIDO, GEF and the government in preparation of the Project. It also indicates that due diligence entailing stakeholder identification and roles, implementation risks and mitigation, etc. was conducted.	HS
Implementation approach	The Project was owned by the counterpart department (DEA) and was inclusive of other stakeholder government entities. The UNIDO PMU of the Project was deemed to have been supportive and effective by stakeholders. Project Management and implementation structure was such that it catered for the specific requirements of each Project Component.	HS
UNIDO Supervision and backstopping	Feedback from stakeholders overwhelmingly suggests that the National Project Manager's involvement and support in resolving challenges was appreciated. However, even though UNIDO led the planning of Legacy Projects, e.g., SE4ALL Pilot Projects in KZN, RIO+20 presentations, etc., there was disappointment that UNIDO became absent after the COP17 event. In fact there was eagerness that UNIDO's technical support would be beneficial in the implementation and up-scaling of legacy projects.	HS
Overall Rating		**HS**

Rating Key

- Highly Satisfactory (HS): The project had no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Satisfactory (S): The project had minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Moderately Satisfactory (MS): The project had moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Moderately Unsatisfactory (MU): The project had significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Unsatisfactory (U) The project had major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Highly Unsatisfactory (HU): The project had severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

5.8 Legacy Projects from Greening COP17

Speaking at the COP17 side-event on rural energy access, the President of South Africa expressed the commitment of Government towards the UN Secretary-General's Sustainable Energy for All (SE4ALL) and invited potential partners to take up their positions in the process.

SE4ALL was chosen as one of the COP17 legacy projects that were to be piloted in KwaZulu-Natal Province and rolled out to national level and the sub-region. A steering committee consisting of the Department of Energy, UNIDO and UNDP as well as the KwaZulu-Natal Provincial Planning Commission was formed. This was closely linked with the climate change calendar events such as RIO+20. UNIDO has formulated Service Summary Sheet (SSS) for UNIDO's immediate participation in the formative stages of the pilot project. Efforts were also put forward by UNIDO to support the manufacturing of cook-stoves in Lesotho and supporting the SE4ALL efforts in Botswana.

6 CONCLUSIONS, RECOMMENDATIONS AND LESSONS LEARNT

6.1 Conclusions

The assessment of documents, the field mission, and interviews conducted during this terminal evaluation indicated that the project was constrained by time. This challenge was however mitigated by the fact that technical capacity of stakeholders implementing the project was strong and that the quality of the work undertaken in all Project Components was of a high standard. The Project has been effective and efficient both technically and financially. It is likely that the outcomes of the Project will be sustainable over time.

The Greening COP17 Project had a significant impact in the following:

- Exposing the work that various partners are doing or have done in South Africa and the Region;
- Initiating dialogue with communities and institutions that may want to be assisted in future;
- Creating a bridge between public, private, civil society and the people of South Africa with respect to climate change issues;
- Promoting renewable energy, energy efficiency and sustainable development approaches that make economic sense; and
- Promoting the creation of green jobs within the green economy was universally accepted as not only achievable, but as the right thing to do.

The projected impact of the Project can be summarised as follows:

- Enhanced joint planning capacity of climate change related projects within the Government of South Africa including its various organs and the people;
- Increased activity in the conception and operationalisation of climate change related projects in South Africa and the sub-region;
- Improved coordination of the multilateral agencies in their approaches to working with the Government of South Africa;
- Better effectiveness of the UN Agencies in delivering on their respective mandates in South Africa;
- Increased awareness of climate change amongst ordinary citizens of South Africa, in particular in Durban and the surrounding areas;
- Improved prominence of the role of South Africa in SADC Regional affairs; and
- A significant improvement of the Region, especially South Africa, in lowering its carbon footprint and its compliance with cleaner production principles.

6.2 Recommendations

Component 1

- The database of the trained Environmental Volunteers must be kept and maintained by the eThekwini Municipality so as to have them accessible for other upcoming events

- Climate change publicity and outreach campaigns must continue beyond the event to ensure that awareness in this regard is maintained. Government, in particularly the DEA and DoE, must work very closely with local government in ensuring that even at very local levels climate change finds its voice. With regards to KZN legacy projects, it is crucial that publicity and outreach campaigns are included.
- For these campaigns, social corporate responsibility programmes of various media organizations as well as non-media organizations may be tapped into for sponsorships. .
- Publicity campaigns targeting schools can be more efficient in that these will complement climate change content which is still in its infancy in curricula. Engagement with the Department of Education in this regard may lead to projects/programmes around climate change awareness-raising.

Component 2

- A viable and sustainable business model, together with the institutional arrangements, that can promote and support innovation in clean technologies must be explored. The success factors for this are an underpinning framework and custodianship by specific government departments. It is recommended that UNIDO and GEF lead an exploratory engagement with government in this regard. The following should be considered in this engagement:
    - Publicity and outreach campaigns must start early and use a wide variety of media including social media and tapping into social corporate responsibility of various media organizations as well as non-media organizations who may want to sponsor the publicity campaigns;
    - A decentralized system of training with provincial mentors will facilitate the provision of mentoring at lower cost to entrants close to their home bases;
    - The rules and criteria for the competition should be refined and gradually expanded to include as much of climate change related green economy aspects as possible;
    - Prizes for winners must be made clear straight from the beginning in order to create opportunity for co-branding with sponsors;
    - Possibly link into the Cleantech Open while aligning with the South African economic development policy frameworks and the criteria of support from agencies such as IDC, TIA, and potential sponsors;
    - The hosting of the Competition must be such that there are no complications to the contracting and functioning of the programme; and
    - To track the impact of the Competition it will be important to maintain a database of all alumni.

Component 3

- With reference to the 300 bicycles that were donated by GEF/UNIDO the project stipulated that there would be discussions on the possible disposal of the donated bicycles ranging from continuation with the rental service to the inhabitants and tourists to Durban, to donating the bicycles to schools. The process involved an assessment of the experiences during COP17 and projecting those over the future to determine whether there was a business case for continuing with the rental services and the model to be followed that could be emulated elsewhere in the country. The Mayoral Office of the City of Durban should take the initiative to determine the modalities of a bicycle hire system in the City and while the viability of this was showcased and proven during COP17,

UNIDO could formulate a legacy project that will replicate the NMT to other settings while learning from the Durban experience.

- The lessons learned from the business model and modalities of the bicycle hire system must be utilized with the aim of broader implementation in the City. It is recommended that UNIDO, together with potential funders like KfW, engage the City and the Department of Transport on how to take bicycle hire system forward[12].

Component 4

- A mechanism for rollout of SWHs, cook-stoves and LED lighting with any new housing schemes that are proposed must be considered. UNIDO (in particular through the UNIDO-funded and City's Energy Office) and GEF should explore this possibility with the Department of Energy and the relevant local government authorities responsible for human settlement and town planning.
- UNIDO should indicate its role in the legacy projects like SE4ALL through committing human resources through the SSS to pilot projects. The other partners seem to be ready to engage and have ready resources that they are willing to commit to a co-financing arrangement involving UNIDO and GEF.
- There is also a need to link the cook-stoves initiative to the SE4ALL legacy pilot projects.
- New partnerships that bring on board various stakeholders that include the private sector, political leadership, multilateral organizations and funding mechanisms, local communities, etc., should be established in the global campaign to increase access to energy.
- Beyond the pilot, business models will have to be employed for the greater replication of this initiative
- Local industry should be brought on board to support the scaling up of this idea by way of local manufacture of the technologies

6.3 Lessons Learnt

6.3.1 Communications and Awareness Raising

The effort to capture the selected GEF-SA projects on video was a challenge in ensuring that all concerned project managers (and in some instances former managers) were to be available to show the effects of the projects that had been implemented. The locations of the selected projects were nationally dispersed requiring substantial travel with the filming crew. The product however was invaluable and the footage has drawn wide appeal from various interested parties including UN-TV. It was clear that the involvement of GEF in South Africa was as appreciated as when the various projects were showcased and the general public started to realise just how GEF had influenced prominent projects such as public transport systems and biodiversity.

The green passports were relatively popular, but may have been more so had there been enough time spent introducing them to each person receiving a copy as well as

[12] By September 2013, a bike sharing rental business model has been developed, and the Durban municipality has got the agreement of the SA-GEF FP to develop a new GEF project proposal on low-carbon transport, which will, inter-alia, assist in the implementation of this business model.

customizing them to each recipient. However the information on the passports proved to be of a durable kind remaining relevant beyond COP17.

6.3.2 Innovative Technology Competition for Small and Medium Enterprises

The time allocated for publicity and outreach was too short and that infringed upon time for processing the submissions and training the semi-finalists and finalists. The publicity and outreach campaign was therefore more costly than it would have otherwise been if it had been allocated more time, i.e., basically if it had been started earlier.

The rules and criteria for the competition were not differentiated enough resulting in overlap of the categories and tracks. Certain submissions had to be forced into categories that they marginally fitted into thereby disadvantaging the entrants.

Competition entrants were at different levels in terms of technical and literacy ability. The training programme therefore had to be flexible to provide plenary session of common interest with sessions tailored to the needs of specific teams. The geographic spread of the entrants also made it difficult to administer training.

The response to the sponsorship campaign was extremely low with virtually no direct support from the private sector sponsors approached. The main cause for this was the time shortage for mounting a convincing campaign and follow up. It should also be mentioned that a business model that would attract sponsorship was not in place.

The institutional arrangements for hosting the Cleantech Competition are pertinent to its success and, in particular the potential for attraction of sponsorship. The NCPC-SA is located within CSIR, an institution under the Department of Science and Technology (DST) while the Competition's theme falls under the mandates of both the DST and **the dti**. The main complications may emerge on matters of contracting and secondment of staff to work in the programme as well as departmental branding.

6.3.3 Low Carbon Public Transportation

- The shared pedestrian /cycling model seems appropriate for Durban considering the extent and cost of creating new cycle tracks;
- For big events such as COP, bicycle park stations need to be located next to activities that event delegates attend; this would improve the uptake and usage of the system; and
- While users preferred the GEF/UNIDO bicycle, the only two real problems with the Shova Kalula bicycle provided by DOT were the small size and the lack of the multiple-speed gear selection feature

6.3.4 Solar Water Heater Emission Offset to Support Health Clinics

This component of the project produced much more unexpected positive results than any other. The elevation of the component through the side-event on rural energy access in Groutville produced many positive dividends and some challenges. There was more inclusive participation of the stakeholders in the planning process that shifted the component away from the planned process and more into the consensus that emerged from the consultations. More resources were required to implement the event and there were major shortfalls requiring extensive resource mobilization.

The lessons learned with respect to the subject matter are as follows:

- Various renewable energy technologies can play a central role in increasing access to modern energy services;
- Renewable energy and energy efficient technologies can be effectively deployed in grid-connected areas thereby improving the quality of lives, delivering local and global environmental benefits, creating green jobs, etc.;
- Beyond the pilot, business models will have to be employed for the greater replication of this initiative, and
- The energy challenge is huge and it needs to be addressed with a high sense of urgency.

Annex A: Terms of Reference

I. Project Background and Overview

Key project facts

Full Project title: Implementation of a programme to ensure a broad climate change awareness by decision-makers and the general public with a focus on showcasing targeted activities under the National Greening Programme and the South Africa - GEF partnership a during the COP17 meeting in Durban 2011

Project number:	GFSAF 11004; GFSAF 11A04; GFSAF 11B04
Planned starting date:	May 2011
Planned duration:	18 months
Total Project Budget:	US$ 1,100,000 (GEF) US$1,350,000 (Co-Financing by Local Partners)
Total:	**US$2,450,000**
Counterparts:	Governments of South Africa Department of Environmental Affairs

Project Description

In line with global efforts to combat climate change and promote green economy, the Government of South Africa through its Department of Environment (DEA) has developed comprehensive National Greening Framework and Guidelines in 2010, which aim at assisting host cities to mitigate environmental, social, and economic impacts of organizing international / global events. In line with these guidelines, during the 2010 FIFA World Cup, a Green Goal programme was implemented that primarily focused on promoting clean energy technologies; low carbon urban transport and mobility; landscaping and biodiversity; green building, sustainable lifestyles and responsible tourism; and green goal communications. This Green Goal programme, that was funded by GEF and implemented by UNEP, contributed to the reduction of the environmental footprint of the 2010 FIFA World Cup. It was further expected that activities under this programme would influence greening of future large international events, besides acting as a catalyst for national greening strategy and promoting the value of responsible environmental management. The results from the evaluation of key activities implemented under the Green Goal programme were very encouraging, and led to the commitment by the South African Government to partner with GEF and UNIDO to promote and scale up some of the activities under the National Greening programme during the COP17. This programme forms an integral part of South Africa's response to the challenges of global climate change and its pursuit of a more sustainable growth and development agenda. The Government of South Africa is particularly keen to engage other stakeholders, in particular the private sector, in efforts to green COP17.

The Climate Change showcasing activities planned for the COP17 will not only build on the initiatives developed and experience gained during the Greening of the FIFA World Cup, but also emphasize South Africa's national priorities and GEF's commitment to promote renewable energy and energy efficiency technologies and measures to reduce carbon footprints of COP17. The project will also provide South Africa in partnership with GEF an international forum to demonstrate its commitment to climate change mitigation and adaptation. Together with GEF, the South African government is keen to make use of this event to raise awareness on low carbon technologies and green practices among COP delegates and local communities in and around Durban as well as for country as a whole. This project will have 4 distinct components as below:

- Communications and Awareness Raising
- Innovative Technology Competition for Small and medium Enterprises
- Low Carbon Public Transportation
- Solar Water Heater Emission Offset to Support Health Clinics

1. Communication and Awareness Raising

This project component will focus on two initiatives namely the Energy Efficiency Campaign of South Africa and a tap water promotion campaign by the city of Durban demonstrating its high quality tap water, certified with the "Blue Drop" Status. Promotion material for these two initiatives largely exists but this project will adapt this material for the need of COP17. This activity will further highlight important greening initiatives by the South African government and its provincial municipalities. The aim is to encourage COP17 participants to drink tap water instead of bottled water and improve the carbon footprints of the event. The activity will also increase knowledge and awareness of local citizens of the quality of Durban water and energy efficient lighting. In addition, high profile "tap water toasting sessions" where officials draw and drink tap water for the cameras will be organized under this project. The project will also print and distribute information on the global environmental benefits of drinking tap water.

2. Innovative Technology competition for small and medium scale enterprises

Under this project, the South Africa National Cleaner Production Centre (SA-NCPC) and the Council for Scientific and Industrial Research (CSIR) with support of other potential national partners will organize and conduct a clean technology innovation competition for small and medium-scale enterprises (SMEs). This competition will raise awareness and change the mind-set around innovative clean technology in SA, while enhancing opportunities for entrepreneurs and small businesses. Private sector partners will be presented with opportunities to contribute to business plans for sustainable development and expand investment in clean energy technology in SA. This would provide scale-up and replication opportunities. Under this project, over a six month period, innovators and entrepreneurs would be trained, mentored, and participate in a selection process to find those with the best ideas, business plans. It's planned to have 5 winners to be announced at the COP and awarded with grants or free legal services provided by private sector partners. GEF and SA support for innovative SMEs will create tangible incentives for aspiring entrepreneurs in all fields to contribute to sustainable development. This process will be anchored in one of the local institutions to ensure the continuity of this project beyond COP17. In particular,

the project will establish linkages between the competition and the private sector at local and international level.

3. Low Carbon Public Transportation

The Bicycle component of the MSP will, in collaboration with eThekwini municipality, provide bicycles to COP17 delegates and personnel. The bikes can be used to move peoples around inside the COP venue area as well as between the COP area and the inner city through the bike path (tourism path) that Durban prepared for the FIFA World Cup 2010. This activity will be linked (or coordinated) to a KfW clean transport and school support program in South African. Information on environmental, health and social impacts of biking and transport emissions will be visible on stations where bikes will be picked up. Rental price based on CO2 emissions reduction resulted from using bicycle instead of cars will be considered during the initial phase of the project implementation. This emission reductions will be offered to the COP17 participants for donating to offsets their GHG amounts relating to their participation in the event. Promotional documents and media on this component will contribute to component 1 of this project.

After the finalization of the project, the bikes will be distributed to local schools and communities, or continue to support a Durban city initiative of greening inner city transport in the future by promoting public private partnership to commercially promote bicycles rental business to tourists and local inhabitants. During the initial phase of the project implementation, plan will be worked out on how to continue to use the built rental stations with parking stands, as well as trained rental staff and maintenance technician to ensure the sustainability of the project. This could be also part of the business model to be developed under output 5 of this component.

The main outcome of this component, which will be supported by the Government of South Africa, City of Durban and GEF, is to raise the awareness of benefits, in particular of climate benefits, of using bicycles instead of motor vehicles. Other outcomes are to support the eThekwini's effort to promote electrical bike utilization within the city or Durban, tourist development and the KfW support programme.

4. Solar Water Heater (SWHs) for Health Clinics to generate Emission Offsets

Building on already on-going efforts to promote the use of SWHs in residential sector, this project will promote the installation of SWH for health clinics in and around Durban in the KwaZulu-Natal Province. With financial support of the GEF, SWH will be installed on selected rural health clinics to get the project off the ground. Using these pilot installations, participants at the COP17 will be offered to support the project through financial contributions. The city of Durban, together with the COP organisation committee, has a bundle of registered CDM projects which generated carbon credits that will be offered to COP delegates in order for delegates to offset their COP related emissions. The social infrastructure SWH initiative proposed in this project not be an officially registered carbon projects but should be seen as a social responsibility project that delegates could support to further the greening of their COP footprints.

The main outcome of this component to fund SWH on several health clinics, to raise awareness of benefits of application of SWH in public buildings, in particular the climate one. Other outcomes include support to the Durban municipality to implement its SWH programme, including the development of larger project to be submitted to GEF in due course.

Expected global, national and local benefits

This project will usher multiple benefits to different players in the period leading to COP17, the period of the COP17 itself and after the event at different levels. At the national level, the project will raise awareness of Durban Municipality inhabitants, and South Africans at large on on-going climate mitigation and adaptation activities and what role they can play in contributing to climate change mitigation through their everyday life decisions. By showcasing the South-Africa-GEF partnership and the green SA initiative, there will be greater understanding of environmental issues, in particular relating to strategies to combat climate change by all stakeholders. Some of the awareness raising materials generated for the COP17 will be used in schools for teaching and other related training activities as relevant and will be used in designing event greening activities for the future.

The innovative technology competition for SMEs will highlight the need for supporting clean technology innovation at national level. In particular, this competition will bridge the gap between innovators and investors thereby potentially creating new business ideas and concerns. By showcasing the 5 pre-selected ideas and announcing winners at the COP17, this project will try to forge synergies between innovators and international private sector that can then invest in the subsequent commercialization of the technologies.

The SWH component will help by increasing access to modern energy services to community health clinics thereby increasing improving the quality of health service delivery in the country. The offset mechanism will contribute to the replication and scaling up of this pilot.

Hosting of the COP17 on Durban will have immediate economic benefits to service providers in the city. This project will also enhance and spread these economic benefits through engaging a wider spectrum of service providers in the design and printing of the materials that will be used in the awareness campaigns. For the city of Durban, this project will help in reinforcing its objectives of becoming a green economy urban hub for SA. In particular, this project will service to showcase some of the city's already ongoing activities to promote responsible environmental management.

Main project stakeholders

The Department of Environmental Affairs, DEA, will be the national executing agency. The City Administration of Durban (i.e. the Transport Department, the Energy Office, etc.) and the Health Department of the KwaZulu-Natal Provincial Government will be the local implementing partners. The Department of Energy will provide inputs with regard to policy and regulatory advice. Eskom will provide support in the installation of SWHs. SANERI, CSIR and the South Africa National Cleaner Production Centre will be the local counterparts for the innovation technologies competition.

Implementation arrangements

A Project Steering Committee will be established to, inter-alia, ensuring close coordination with other related initiatives to create synergy and to ensure sustainability of the initiatives of this project. Members of the PSC will be from the DEA, DOE, UNIDO, Durban Municipality and representatives of the related programmes, and projects, such as: the SA National SWH Programme, the KfW clean transport and school support programme in SA, the COP17 organizing

committee, etc. The activities of this project will be closely linked with already ongoing initiatives, as this is part of the sustainability strategy of the project. The project design is built on the National Greening Framework and Guidelines for 2002. The component on clean technology innovation in SMEs will be linked with ongoing national technology innovation processes.

Budget Information

a) Overall Cost and Financing (GEF Component):

#	Component	Budget
1	**Communication & Awareness Raising**	$200 000
2	**Cleantech Competition**	$250 000
3	**Low-carbon (non-motorized) Public Transport**	$250 000
4	**Solar Water Heaters for Rural Clinics**	$200 000
	TOTAL	**$900 000**

b) UNIDO budget snapshot (GEF funding excluding agency support cost):

UNIDO's co-financing to the project will be in cash and in-kind equivalent to USD 100,000. It would include provision of technical expertise and human resources for the implementation of the project activities:

a. USD 20,000 from the on-going CC compact and partnership in Durban with the eThekwini Energy Office as counterpart.

b. USD 15,000 from the on-going project on IEE improvement with the (Department of Trade and Industry) DTI and DEO as counterparts, and the project provincial energy centre in Durban.

c. USD 65,000 by the Energy and Climate Change Team at UNIDO Headquarters in Vienna and the UNIDO Regional Office in Pretoria. The Project Management Unit will be located at the UNIDO RO in Pretoria.

II. Objectives and Scope of the Evaluation

The purpose of the terminal evaluation is to enable the Government, counterparts, the GEF, UNIDO and other stakeholders and donors to:

(a) verify prospects for development impact and sustainability, providing an analysis of the attainment of the main objective and specific objectives under the 4 components of the project with a specific reference to delivery and completion of project outputs/activities, and outcomes/impacts based on indicators. The assessment includes re-examination of the relevance of the objectives and other elements of project design according to the project evaluation parameters defined in chapter IV.

(b) Enhance project relevance, effectiveness, efficiency and sustainability by proposing a set of recommendations with a view to ongoing and future activities and particularly on "legacy" projects/activities.
(c) Draw lessons of wider applicability for the replication of the experience gained from this project at a national and regional level.

The key question of the evaluation is whether the project has made a significant contribution to increasing awareness of climate change issues and steps that can be taken to reduce carbon emissions.

III. Methodology

The evaluation will follow UNIDO and GEF evaluation guidelines and policies. It will be carried out as an independent in-depth evaluation using a participatory approach whereby the UNIDO staff associated with the projects is kept informed and regularly consulted throughout the evaluation. The evaluation team leader will liaise with the UNIDO Evaluation Group (EVA) on any methodological issues and with the project manager with regard to the project-related information and logistical arrangements for the evaluation.

The methodology will be based on the following:

1. A desk review of project documents including, but not limited to:
   (a) The original project document, monitoring reports (such as progress and financial reports to UNIDO and GEF annual Project Implementation Review reports), output reports (case studies, action plans, sub-regional strategies, etc.) and relevant correspondence.
   (b) Notes from the meetings of steering- and other committees.
   (c) Other project-related material produced by the project.
2. The validity of the theory of change will be examined through specific questions in interviews and possibly through a survey of stakeholders.
3. Counterfactual information: In those cases where baseline information for relevant indicators is not available the evaluation team will aim at establishing a proxy-baseline through recall and secondary information.
4. Interviews with the project managers at UNIDO HQ (over phone if no visit to Vienna is possible).
5. Interviews with project partners, in particular those that have been selected for co-financing as shown in the corresponding sections of the project documents.
6. On-site observation of results achieved in demonstration projects, including interviews of actual and potential beneficiaries of improved technologies and capacities.
7. Interviews and telephone interviews with intended users for the project outputs and other stakeholders involved with this project. The evaluator shall determine whether to seek additional information and opinions from representatives of any donor agencies or other organisations.
8. Interviews with the UNIDO Offices in South Africa and the project's management and committee members and the various national and sub-regional authorities dealing with project activities as necessary, including GEF focal point. If deemed necessary, the evaluator shall also gain broader perspectives from discussions with relevant GEF Secretariat staff.

9. Other interviews, surveys or document reviews as deemed necessary by the evaluator and/or UNIDO EVA.

IV. Project Evaluation Parameters

The ***ratings for the parameters described in the following sub-chapters A to E will be presented in the form of a table*** with each of the categories rated separately and with **brief justifications for the rating** based on the findings of the main analysis. An overall rating for the project should also be given. The rating system to be applied is specified in Annex 5.

A. Project relevance and design

Relevance to national and regional climate change agendas, recipient country commitment, and regional and international agreements.

Relevance to target groups: relevance of the project's objectives, outcomes and outputs to the different target groups of the interventions (e.g. companies, civil society, beneficiaries of capacity building and training, etc.).

Relevance to the GEF and UNIDO: In retrospect, were the project's outcomes consistent with the focal areas strategies of GEF? Were they in line with the UNIDO mandate, objectives and outcomes defined in the Programme & Budget and core competencies?

Is the project's design adequate to address the problems at hand? Was a participatory project identification process applied and was it instrumental in selecting problem areas and national counterparts? Does the project have a clear thematically focused development objective, the attainment of which can be determined by a set of verifiable indicators? Was the project formulated based on the logical framework approach? Was the project formulated with the participation of national counterpart and/or target beneficiaries?

B. Effectiveness: attainment of objectives and planned results

Assessment of the achievement of project objectives and outcomes should be a priority (refer to the table above):

- What outputs and outcomes has the project achieved so far (both qualitative and quantitative results)? Has the project generated any results that could lead to changes of the assisted institutions? Have there been any unplanned effects?
- Are the actual project outcomes commensurate with the original or modified project objectives? If the original or modified expected results are merely outputs/inputs, the evaluators should assess if there were any real outcomes of the project and, if there were, determine whether these are commensurate with realistic expectations from such projects.
- To what extent have the expected outputs and outcomes been achieved or are likely to be achieved? How do the stakeholders perceive their quality? Were the targeted beneficiary groups actually reached?
- Identify the potential longer-term impacts or at least indicate the steps taken to assess these (see also below "monitoring of long term changes").

Wherever possible, evaluators should indicate how findings on impacts will be reported to the GEF in future.

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- Catalytic or replication effects: the evaluation will describe any catalytic or replication effect of the project. If no effects are identified, the evaluation will describe the catalytic or replication actions that the project carried out. No ratings are requested for the project's catalytic role.

C. Efficiency

Was the project cost effective? Was the project the least cost option? Was project implementation delayed, and, if it was, did that affect cost effectiveness? Wherever possible, the evaluator should also compare the costs incurred and the time taken to achieve outcomes with that for similar projects.

Have the donor, UNIDO and Government/counterpart inputs been provided as planned and were adequate to meet requirements? Was the quality of UNIDO inputs and services as planned and timely?

D. Assessment of sustainability of project outcomes:

Sustainability is understood as the likelihood of continued benefits after the GEF project ends. Given the uncertainties involved, it may be difficult to have a realistic a priori assessment of sustainability of outcomes. Therefore, assessment of sustainability of outcomes will give special attention to analysis of the risks that are likely to affect the persistence of project outcomes. This assessment should explain how the risks to project outcomes will affect continuation of benefits after the GEF project ends. It will include both exogenous and endogenous risks. The following four dimensions or aspects of risks to sustainability will be addressed:

a. **Financial risks.** Are there any financial risks that may jeopardize sustainability of project outcomes? What is the likelihood of financial and economic resources not being available once GEF assistance ends? (Such resources can be from multiple sources, such as the public and private sectors or income-generating activities; these can also include trends that indicate the likelihood that, in future, there will be adequate financial resources for sustaining project outcomes.)
b. **Socio-political risks.** Are there any social or political risks that may jeopardize sustainability 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 project benefits continue to flow? Is there sufficient public/stakeholder awareness in support of the project's long-term objectives?
c. **Institutional framework and governance risks.** Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits? Are requisite systems for accountability and transparency, and required technical know-how, in place?
d. **Environmental risks.** Are there any environmental risks that may jeopardize sustainability of project outcomes? The evaluation should assess whether certain activities will pose a threat to the sustainability of the project outcomes. For example, construction of a dam in a protected area could inundate a sizable area and thereby neutralize the biodiversity-related gains made by the project.

E. Assessment of monitoring and evaluation systems and project management:

- **M&E design.** Does the project have a sound M&E plan to monitor results and track progress towards achieving project objectives? The Evaluation will assess whether the project met the minimum requirements for the application of the Project M&E plan (see Annex 4).
- **M&E implementation.** The evaluation should verify that an M&E system was in place and facilitated timely tracking of progress toward project objectives by collecting information on chosen indicators continually throughout the project implementation period; annual project reports were complete and accurate, with well-justified ratings; the information provided by the M&E system was used during the project to improve performance and to adapt to changing needs; and projects had an M&E system in place with proper training for parties responsible for M&E activities to ensure that data will continue to be collected and used after project closure.
- **Budgeting and Funding for M&E activities.** In addition to incorporating information on funding for M&E while assessing M&E design, the evaluators will determine whether M&E was sufficiently budgeted for at the project planning stage and whether M&E was funded adequately and in a timely manner during implementation.
- **Monitoring of Long-Term Changes.** The monitoring and evaluation of long-term changes is often incorporated in GEF-supported projects as a separate component and may include determination of environmental baselines; specification of indicators; and provisioning of equipment and capacity building for data gathering, analysis, and use. This section of the evaluation report will describe project actions and accomplishments toward establishing a long-term monitoring system. The review will address the following questions:
    a. Did this project contribute to the establishment of a long-term monitoring system? If it did not, should the project have included such a component?
    b. What were the accomplishments and shortcomings in establishment of this system?
    c. Is the system sustainable—that is, is it embedded in a proper institutional structure and does it have financing?
    d. Is the information generated by this system being used as originally intended?
- **Project management.** Were the national management and overall coordination mechanisms efficient and effective? Did each partner have specific roles and responsibilities from the beginning? Did each partner fulfil its role and responsibilities (e.g. providing strategic support, monitoring and reviewing performance, allocating funds, providing technical support, following up agreed/corrective actions…)? Were the UNIDO HQ based management, coordination, quality control and technical inputs efficient, timely and effective (problems identified timely and accurately; quality support provided timely and effectively; right staffing levels, continuity, skill mix and frequency of field visits…)
- **Implementation approach[13].** Is the implementation approach chosen different from other implementation approaches applied by UNIDO and other

[13] Implementation approach refers to the concrete manifestation of cooperation between UNIDO, Government counterparts and local implementing partners. Usually POPs projects

linkages? Does the approach comply with the principles of the Paris Declaration? Does the approach promote local ownership and capacity building? Does the approach involve significant risks?

F. Assessment of processes affecting attainment of project results

The evaluation will consider, but need not be limited to, the following issues that may have affected project implementation and attainment of project results:

a. **Preparation and readiness.** Were the project's objectives and components clear, practicable, and feasible within its time frame? Were the capacities of the executing institution(s) and its counterparts properly considered when the project was designed? Were lessons from other relevant projects properly incorporated in the project design? Were the partnership arrangements properly identified and roles and responsibilities negotiated prior to project approval? Were counterpart resources (funding, staff, and facilities), enabling legislation, and adequate project management arrangements in place at project entry?

b. **Country ownership.** Was the project concept in line with the sectoral and development priorities and plans of the country—or of participating countries, in the case of multicountry projects? Are project outcomes contributing to national development priorities and plans? Were the relevant country representatives from government and civil society involved in the project? Did the recipient government maintain its financial commitment to the project? Has the government—or governments in the case of multicountry projects—approved policies or regulatory frameworks in line with the project's objectives?

c. **Stakeholder involvement.** Did the project involve the relevant stakeholders through information sharing and consultation and by seeking their participation in project design, implementation, and M&E? For example, did the project implement appropriate outreach and public awareness campaigns? Did the project consult with and make use of the skills, experience, and knowledge of the appropriate government entities, nongovernmental organizations, community groups, private sector entities, local governments, and academic institutions in the design, implementation, and evaluation of project activities? Were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process taken into account while taking decisions? Were the relevant vulnerable groups and powerful supporters and opponents of the processes properly involved?

d. **Financial planning.** Did the project have the appropriate financial controls, including reporting and planning, that allowed management to make informed decisions regarding the budget and allowed for timely flow of funds? Was there due diligence in the management of funds and financial audits? Did promised co-financing materialize?

e. **UNIDO supervision and backstopping.** Did UNIDO staff identify problems in a timely fashion and accurately estimate their seriousness? Did UNIDO staff provide quality support and advice to the project, approve modifications in time, and restructure the project when needed? Did UNIDO provide the right staffing levels, continuity, skill mix, and frequency of field visits for the project?

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apply a combination of agency execution (direct provision of services by UNIDO) with elements of national execution through sub-contracts.

f. **Co-financing and project outcomes and sustainability.** If there was a difference in the level of expected co-financing and the co-financing actually realized, what were the reasons for the variance? Did the extent of materialization of co-financing affect project outcomes and/or sustainability, and, if so, in what ways and through what causal linkages?

g. **Delays and project outcomes and sustainability.** If there were delays in project implementation and completion, what were the reasons? Did the delays affect project outcomes and/or sustainability, and, if so, in what ways and through what causal linkages?

G. Specific issues with regard to the thematic evaluation of UNIDO Climate Change activities.

The evaluation will give special attention to issues outlined in the terms of reference of the Climate Change thematic evaluation.

V. Evaluation Team and Timing

The evaluation team will be composed of one national evaluation consultant acting as team leader, with the other team members being co-opted from other organizations relevant to the theme/component under review. The UN-RC may be requested to appoint a member to the team.

UNIDO evaluation group will be responsible for the quality control of the evaluation process and report. It will provide inputs regarding findings, lessons learned and recommendations from other UNIDO evaluations, ensuring that the evaluation report is useful for UNIDO in terms of organisational learning (recommendations and lessons learned) and its compliance with UNIDO evaluation policy and these terms of reference.

The evaluation team will be able to provide information relevant for follow-up studies, including evaluation verification on request to the GEF partnership up to three years after completion of the evaluation.

The consultant(s) will be contracted by UNIDO. The tasks of each team member are specified in the job descriptions attached to these terms of reference.

Members of the evaluation team must not have been directly involved in the design and/or implementation of the programme/projects.

The UNIDO Office in Pretoria will support the evaluation team. The GEF focal points in the countries and the main Government counterparts of UNIDO will be briefed on the evaluation.

Timing

The evaluation is scheduled to take place in the period November/December 2012.

VI. Reporting

Inception report

This Terms of Reference provides some information on the evaluation methodology but this should not be regarded as exhaustive. After reviewing the project documentation and initial interviews with project manager(s) the International Evaluation Consultant will prepare a short inception report that will operationalise the TOR relating the evaluation questions to information on what type of and how the evidence will be collected (methodology). It will be discussed with and approved by the responsible UNIDO Evaluation Officer. The Inception Report will focus on the following elements: preliminary project theory model(s); elaboration of evaluation methodology including quantitative and qualitative approaches through an evaluation framework ("evaluation matrix"); division of work between the International Evaluation Consultant and National Consultant; and a reporting timetable[14].

Evaluation report format and review procedures

The evaluation report should be brief, to the point and easy to understand. It must explain; the purpose of the evaluation, exactly what was evaluated and the methods used. The report must highlight any methodological limitations, identify key concerns and present evidence-based findings, consequent conclusions, recommendations and lessons. The report should provide information on when the evaluation took place, the places visited, who was involved and be presented in a way that makes the information accessible and comprehensible. The report should include an executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.
Evidence, findings, conclusions and recommendations should be presented in a complete and balanced manner. The evaluation report shall be written in English and follow the outline given in annex 1.

The evaluation report shall follow the structure given in annex 1. The reporting language will be English.

Review of the Draft Report: Draft reports submitted to UNIDO Evaluation Group are shared with the corresponding Programme or Project Officer for initial review and consultation. They may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. The consultation also seeks agreement on the findings and recommendations. The evaluators will take the comments into consideration in preparing the final version of the report.

Quality Assessment of the Evaluation Report: All UNIDO evaluations are subject to quality assessments by UNIDO Evaluation Group. These apply evaluation quality assessment criteria and are used as a tool for providing structured feedback. The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality (annex 2).

The draft report will be delivered to UNIDO Evaluation Group, to the UNIDO project managers, to stakeholders involved in the project and to the UNIDO office in South Africa. Any comments or responses to the draft report will be sent to UNIDO for

[14] The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by the UNIDO Evaluation Group.

collation and onward transmission to the evaluation team leader; he/she will be advised of any necessary revisions.

Annex 1 Outline of an in-depth project evaluation report

Executive summary

- Must provide a synopsis of the storyline which includes the main evaluation findings and recommendations
- Must present strengths and weaknesses of the project
- Must be self-explanatory and should be 3-4 pages in length

I. Evaluation objectives, methodology and process

- Information on the evaluation: why, when, by whom, etc.
- Scope and objectives of the evaluation, main questions to be addressed
- Information sources and availability of information
- Methodological remarks, limitations encountered and validity of the findings

II. Country and project background

- Brief country context: an overview of the economy, the environment, institutional development, demographic and other data of relevance to the project
- Sector-specific issues of concern to the project[15] and important developments during the project implementation period
- Project summary:
  - Fact sheet of the project: including project objectives and structure, donors and counterparts, project timing and duration, project costs and co-financing
  - Brief description including history and previous cooperation
  - Project implementation arrangements and implementation modalities, institutions involved, major changes to project implementation
  - Positioning of the UNIDO project (other initiatives of government, other donors, private sector, etc.)
  - Counterpart organization(s)

III. Project assessment

This is the key chapter of the report and should address all evaluation criteria and questions outlined in the TOR (see section III Evaluation Criteria and Questions). Assessment must be based on factual evidence collected and analyzed from different sources. The evaluators' assessment can be broken into the following sections:

A. Design

B. Relevance

C. Effectiveness

D. Efficiency

E. Sustainability

F. Project coordination and management

[15] Explicit and implicit assumptions in the logical framework of the project can provide insights into key-issues of concern (e.g. relevant legislation, enforcement capacities, government initiatives, etc.)

At the end of this chapter, an overall project achievement rating should be developed as required in Annex 2. The overall rating table required by the GEF should be presented here.

IV. Conclusions, Recommendations and Lessons Learnt

This chapter can be divided into three sections:

A. Conclusions

This section should include a storyline of the main evaluation conclusions related to the project's achievements and shortfalls. It is important to avoid providing a summary based on each and every evaluation criterion. The main conclusions should be cross-referenced to relevant sections of the evaluation report.

B. Recommendations

This section should be succinct and contain few key recommendations. They should:

- be based on evaluation findings
- realistic and feasible within a project context
- indicate institution(s) responsible for implementation (addressed to a specific officer, group or entity who can act on it) and have a proposed timeline for implementation if possible
- be commensurate with the available capacities of project team and partners
- take resource requirements into account.

Recommendations should be structured by addressees:

- UNIDO
- Government and/or Counterpart Organizations
- Donor

C. Lessons Learnt

- Lessons learned must be of wider applicability beyond the evaluated project but must be based on findings and conclusions of the evaluation
- For each lessons the context from which they are derived should be briefly stated

Annexes should include the evaluation TOR, list of interviewees, documents reviewed, a summary of project identification and financial data, and other detailed quantitative information. Dissident views or management responses to the evaluation findings may later be appended in an annex.

Annex 2 - Checklist on evaluation report quality

Report quality criteria	UNIDO Evaluation Group Assessment notes	Rating
A. Did the report present an assessment of relevant outcomes and achievement of project objectives?		
B. Were the report consistent and the evidence complete and convincing?		
C. Did the report present a sound assessment of sustainability of outcomes or did it explain why this is not (yet) possible?		
D. Did the evidence presented support the lessons and recommendations?		
E. Did the report include the actual project costs (total and per activity)?		
F. Quality of the lessons: Were lessons readily applicable in other contexts? Did they suggest prescriptive action?		
G. Quality of the recommendations: Did recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?)'. Can they be implemented?		
H. Was the report well written? (Clear language and correct grammar)		
I. Were all evaluation aspects specified in the TOR adequately addressed?		
J. Was the report delivered in a timely manner?		

Rating system for quality of evaluation reports

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1, and unable to assess = 0.

Annex 3 - GEF Minimum requirements for M&E[16]

Minimum Requirement 1: Project Design of M&E

All projects will include a concrete and fully budgeted monitoring and evaluation plan by the time of work program entry for full-sized projects and CEO approval for medium-sized projects. This monitoring and evaluation plan will contain as a minimum:

- SMART indicators for project implementation, or, if no indicators are identified, an alternative plan for monitoring that will deliver reliable and valid information to management;
- SMART indicators for results (outcomes and, if applicable, impacts), and, where appropriate, indicators identified at the corporate level;
- baseline for the project, with a description of the problem to be addressed, with indicator data, or, if major baseline indicators are not identified, an alternative plan for addressing this within one year of implementation;
- identification of reviews and evaluations that will be undertaken, such as mid-term reviews or evaluations of activities; and
- organizational set-up and budgets for monitoring and evaluation.

Minimum Requirement 2: Application of Project M&E

Project monitoring and supervision will include implementation of the M&E plan, comprising:

- SMART indicators for implementation are actively used, or if not, a reasonable explanation is provided;
- SMART indicators for results are actively used, or if not, a reasonable explanation is provided;
- the baseline for the project is fully established and data compiled to review progress reviews, and evaluations are undertaken as planned; and
- the organizational set-up for M&E is operational and budgets are spent as planned.

[16] http://gefeo.org/uploadedFiles/Policies_and_Guidelines-me_policy-english.pdf

Annex 4. Overall Ratings Table

Criterion	Evaluator's Summary Comments	Evaluator's Rating
Attainment of project objectives and results (overall rating) Sub criteria (below)		
Effectiveness		
Relevance		
Efficiency		
Sustainability of Project outcomes (overall rating) Sub criteria (below)		
Financial		
Socio Political		
Institutional framework and governance		
Ecological		
Monitoring and Evaluation (overall rating) Sub criteria (below)		
M&E Design		
M&E Plan Implementation (use for adaptive management)		
Budgeting and Funding for M&E activities		
UNIDO specific ratings		
Quality at entry		
Implementation approach		
UNIDO Supervision and backstopping		
Overall Rating		

RATING OF PROJECT OBJECTIVES AND RESULTS

- Highly Satisfactory (HS): The project had no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Satisfactory (S): The project had minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Moderately Satisfactory (MS): The project had moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Moderately Unsatisfactory (MU): The project had significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Unsatisfactory (U) The project had major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Highly Unsatisfactory (HU): The project had severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Please note: Relevance and effectiveness will be considered as critical criteria. The overall rating of the project for achievement of objectives and results **may not be higher** than the lowest rating on either of these two criteria. Thus, to have an overall

satisfactory rating for outcomes a project must have at least satisfactory ratings on both relevance and effectiveness.

RATINGS ON SUSTAINABILITY

Sustainability will be understood as the probability of continued long-term outcomes and impacts after the GEF project funding ends. The evaluation will identify and assess the key conditions or factors that are likely to contribute or undermine the persistence of benefits beyond project completion. Some of these factors might be outcomes of the project, i.e. stronger institutional capacities, legal frameworks, socio-economic incentives /or public awareness. Other factors will include contextual circumstances or developments that are not outcomes of the project but that are relevant to the sustainability of outcomes.

Rating system for sustainability sub-criteria
On each of the dimensions of sustainability of the project outcomes will be rated as follows.

- Likely (L): There are no risks affecting this dimension of sustainability.
- Moderately Likely (ML). There are moderate risks that affect this dimension of sustainability.
- Moderately Unlikely (MU): There are significant risks that affect this dimension of sustainability
- Unlikely (U): There are severe risks that affect this dimension of sustainability.

All the risk dimensions of sustainability are critical. Therefore, overall rating for sustainability will not be higher than the rating of the dimension with lowest ratings. For example, if a project has an Unlikely rating in either of the dimensions then its overall rating cannot be higher than Unlikely, regardless of whether higher ratings in other dimensions of sustainability produce a higher average.

RATINGS OF PROJECT M&E

Monitoring is a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing project with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds. Evaluation is the systematic and objective assessment of an on-going or completed project, its design, implementation and results. Project evaluation may involve the definition of appropriate standards, the examination of performance against those standards, and an assessment of actual and expected results.

The Project monitoring and evaluation system will be rated on 'M&E Design', 'M&E Plan Implementation' and 'Budgeting and Funding for M&E activities' as follows:

- Highly Satisfactory (HS): There were no shortcomings in the project M&E system.
- Satisfactory(S): There were minor shortcomings in the project M&E system.
- Moderately Satisfactory (MS): There were moderate shortcomings in the project M&E system.
- Moderately Unsatisfactory (MU): There were significant shortcomings in the project M&E system.
- Unsatisfactory (U): There were major shortcomings in the project M&E system.
- Highly Unsatisfactory (HU): The Project had no M&E system.

"M&E plan implementation" will be considered a critical parameter for the overall assessment of the M&E system. The overall rating for the M&E systems will not be higher than the rating on "M&E plan implementation."

All other ratings will be on the GEF six point scale.

HS	= Highly Satisfactory	Excellent
S	= Satisfactory	Well above average
MS	= Moderately Satisfactory	Average
MU	= Moderately Unsatisfactory	Below Average
U	= Unsatisfactory	Poor
HU	= Highly Unsatisfactory	Very poor (Appalling)

Annex 5. Required Project Identification and Financial Data

The evaluation report should provide information on project identification, time frame, actual expenditures, and co-financing in the following format, which is modelled after the project identification form (PIF).

I. Project Identification

GEF Project ID: 4514
GEF Agency Project ID: 103060
Countries: South Africa
Project Title: Greening the COP17 in Durban
GEF Agency (or Agencies): UNIDO

II. Dates

Milestone	Expected Date	Actual Date
CEO Endorsement/Approval		1 April 2011
Agency Approval date		
Implementation start		1 July 2011
Midterm evaluation		N/A
Project completion		31 December 2013
Terminal evaluation completion		30 September 2013
Project closing		31 December 2013

Expected dates are as per the expectations at the point of CEO endorsement/approval.

III. Project Framework

Project Component	Activity Type	GEF Financing (in $)		Co-financing (in $)	
		Approved	Actual	Promised	Actual
1. Communication and Awareness Raising		200,000	200,000	400,000	400,000
2. Promoting innovations in clean energy technologies in selected SMEs		250,000	200,000	250,000	250,000
3. Low-carbon public transport		250,000	295,000	300,000	400,000
4. Pilot installation of SWH for health clinics to generate emissions offsets		200,000	180,000	250,000	250,000
5.Project Management		100,000	95,000	150,000	160,000
Total		1,000,000	972,079.80	1,350,000	1,460,000

Activity types are investment, technical assistance, or scientific and technical analysis.

Promised co-financing refers to the amount indicated at the point of CEO endorsement/approval.

IV. Co-financing

		Project preparation		Project implementation		Total	
Source of co-financing	Type	Expected	Actual	Expected	Actual	Expected	Actual
Host gov't contribution	In-kind			1,250,000	1,350,000	1,250,000	1,350,00
GEF Agency(is)	In-kind			50,000	65,000	50,000	65,000
	Grant			50,000	50,000	50,000	50,000
Bilateral aid agency(ies)							
Multilateral agency (ies)							
Private sector							
NGO							
Other							
Total co-financing				1,350,000	1,460,000	1.350,000	1,460,000

Expected amounts are those submitted by the GEF Agencies in the original project appraisal document. Co-financing types are grant, soft loan, hard loan, guarantee, in kind, or cash.

Annex 6. Job Description

Job Description

Post title National Evaluation Consultant

Duration 20 work days spread over 1 month

Start date 1 November 2012

Duty station Home based and travel to Vienna and South Africa

Duties

The consultant will evaluate the projects according to the Terms of Reference. S/he will be responsible for preparing the draft and final evaluation report, according to the standards of the UNIDO Evaluation Group. S/he will perform the following tasks:

Main duties	Duration/ location	Deliverables
Review project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data…); determine key data to collect in the field and prepare key instruments (questionnaires, logic models…) to collect these data through interviews and/or surveys during and prior to the field missions	3 days Home base	List of detailed evaluation questions to be clarified; questionnaires/ interview guide; logic models; list of key data to collect, draft list of stakeholders to interview during the field missions
Briefing with the UNIDO Evaluation Group, project managers and other key stakeholders at HQ	1 days home base (telephone interviews)	Interview notes, detailed evaluation schedule and list of stakeholders to interview during the field missions Division of evaluation tasks with the National Consultant
Prepare inception report and discuss with UNIDO ROSA	1 day	inception report
Conduct field mission to South Africa, KwaZulu-Natal location of the project components in November 2012	5 days (including travel days)	Presentations of the evaluation's initial findings, draft conclusions and recommendations to stakeholders in South Africa at the end of the mission. Agreement with the National Consultant on the structure and content of the evaluation report and the distribution of writing tasks
Present overall findings and recommendations to the stakeholders at	3 days Vienna	Presentation slides

Main duties	Duration/ location	Deliverables
UNIDO HQ (incl. travel)		
Prepare the evaluation report according to TOR and template provided by UNIDO Coordinate the inputs from the National Consultant and combine with her/his own inputs into the draft evaluation report Provide inputs to the Climate Change thematic evaluation as agreed with team leader and UNIDO	5 days Home base	2 Draft evaluation report Brief input report to country evaluation
Revise the draft project evaluation reports based on comments from UNIDO Evaluation Group and stakeholders and edit the language and form of the final version according to UNIDO standards	2 days Home base	Final evaluation report
TOTAL	**20 days**	

Qualifications and skills:

- ✓ Advanced degree in environmental science, chemistry, development studies or related areas
- ✓ ***Extensive knowledge and experience in Climate Change, and COP process and agenda***
- ✓ ***Knowledge and experience in the field of evaluation (of development projects)***
- ✓ Experience in GEF projects and knowledge of UNIDO activities an asset
- ✓ Working experience in South Africa an asset.

Language: English

Absence of Conflict of Interest:
According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the Evaluation Group.

Annex B: Documents Consulted

Project Documents

ProDoc of the *Greening the COP17 in Durban – South Africa* Project

Project Implementation Report of *the COP17 in Durban – South Africa* Project, 15 Oct 2012

Project Steering Committee Minutes (26 July 2011, 16 Sep 2011, 2 Nov 2011)

Project Steering Committee Meeting Presentation, 27 Nov 2011, Vienna

Rules of Procedure for the Project Steering Committee

FPCS Financials, 24 Oct 2012

Draft Communications Content Plan – Greening COP17

Greening COP17 Workplan (various updates)

Report on Visitors Survey, 26 March 2012-12-30

RFQ, Design and Installation of PV-Solar Demonstration and Teaching Equipment for Dr BW Vilakazi Primary School, Groutville, iLembe District, KZN, Ref GF/SAF/11/A04

RFP, Design, Supply, Installation of Solar Home Systems in Health Clinics in KwaZulu Natal Province, South Africa, Ref: GFSAF11004

ToRs, Invitation to consultants for the printing of the green passport

Event Programme, Sustainable Energy Access, iLembe District Municipality

ToRs, Greening COP17 Fiming, Ref: GFSAF11B04

GEF Projects in South Africa

RFP, Hosting of the Cleantech Competition, Ref: GF/SAF/11/A04

South Africa Cleantech Competition: Invitation to be a Sponsorship Partner

South Africa Cleantech Competition: Invitation to be a Mentor and/or Judge

South Africa Cleantech Competition Project Report

SA Cleantech 2011 Winners, Runners up and Finalists

Report: Overview of the Cycling Project

Draft: JD Cycling System Manager, UNIDO

UNIDO SWH Project - Inception Meeting Minutes, 4 Oct 2011

Report on Installations to Date: Clinics Solar Water Heater Installation Programme, 5 Nov 2012

UNIDO KZN Final Clinic Asset List

Proposal for the additional installation of LED out-door lighting, solar water heaters, and low carbon modular house for iLembe schools, COP17, Nov 2011

Contract No. 15003159, Project No.: GF/SAF/11/004 , Design and Installation of Solar Water Heaters

Itinerary for the UN joint visit to the Rural Community Energy Solutions site at Groutville, iLembe District, KZN Province

Sustainable Energy Access Communities – COP17 Demonstration Project, Concept Paper

Concept Note: Support for Sustainable Energy for All Initiative in South Africa and the (Southern) African Region

Engagement of the UNIDO Field Offices under the Sustainable Energy for All (SE4All)

Service Summary Sheet (SSS): Support for Sustainable Energy for All Initiative in South Africa: Conception of the framework for Pilot Project in KZN: Feasibility, Business Plan and Baseline Study for KwaDukuza and uMhlathuze Local Municipalities Energy Access Requirements

Other Documents

DEA. “National Greening 2010 Framework.” Department of Environmental Affairs and Tourism, Govt of South Africa, 2009.

DEAT. *Greening WSSD.* DEAT, Govt of South Africa. http://www.greeningthewssd.com/projectprofile.htm (accessed 28-November2012).
eThekwini Municipality Energy Office. *Project Summary Document: eThekwini Energy Efficiency Demand Side Management Program.* UNIDO's eThekwini Municipality Energy Office.

eThekwini Municipality. *Carbon Footprint for COP17/CMP7 Event: Carbon Footprint Report for COP17*, Rev 3, 25 May 2012.

GEF Evaluation Office. “Guidelines for GEF Agencies in Conducting Terminal Evaluations.” *Evaluation Document No. 3.* GEF, 2008.

—. “Review of Outcomes to Impacts: Practioners Handbook.” *GEF.* June, 2009. http://www.thegef.org/gef/sites/thegef.org/files/documents/Impact_Eval-

Review_of_Outcomes_to_Impacts-RotI_handbook.pdf (accessed 28-November, 2012).

GEF Secretariat. “GEF 5 Programming Document.” no. GEF/R.5/19/Rev.1. GEF, 21-September, 2009.

—. “Revised Programming Strategy on Adaptation to Climate Change For the Least Developed Countries Fund (LDCF) and the Special Climate Change Fund (SCCF).” no. GEF/LDCF.SCCF.9/4/Rev.1. GEF, 19-October, 2010

UN. “Sustainable Energy for All.” United Nations, November, 2011.

—. “Evaluation Policy.” no. UNIDO/DGB(M).98. UNIDO, 22-May, 2006.

Annex C: List of Key Informants

Key to Type of Engagement:
1 - Interview
2 - Telephone Interview
3- Email (questionnaire)
4 - Contacted but was not available or could not secure interview

Name & Contact Details		Title (Role) & Organisation	Type
Surname	First Name		
Badul (Dr)	Jenitha	Director: National Greening Department of Environmental Affairs	2
Anderson (Mr)	Rob	CEO Rob Anderson & Associates (Service Provider – Electronic Bicycle Hire Management and People Counting System)	1
Braithwaite (Mr)	Kevin	Global Programs Director Cleantech Open International	1
De Jager (Ms)	Carla	CarlaMani Conferences and Events (Service Provider - COP17 Event Management)	4
Eisa (Dr)	Mohamed	UNIDO Representative Director Regional Office	1
Gcaba (Mr)	Bongi	Director Infrastructure Development and Clinical Support KZN DOH	4
Holden (Ms)	Vivienne	Senior Event Manager Strategic Planning Unit, eThekwini Municipality	1
Inglis (Mr)	Robert	Director: Jive Media Africa (Service Provider – Filming of GEF-SA Partnership Projects)	1
Laugesen (Mr)	Carsten	CEO: LTE Group & LTE Energy (Service Provider – supply and installation of SWHs)	1
Mabusela (Mr)	Xollle	Director: Energy Efficiency & Environment Department of Energy	4
Mapako (Mr)	Maxwell	Senior Energy Specialist (Project Manager: The South African Cleantech Competition) CSIR	1
Maphakela (Mr)	Whitey	Director: Integrated Rural Mobility and Transport Department of Transport	1
Mayise (Ms)	Sonto	Director at Office of the Premier KZN - COP17 Coordination	4
Mbonambi (Ms)	GN	Aldenville Senior Primary School	1
Mckenzie (Ms)	Margaret	CEO: Urban Earth (Advisor – Supporting Energy Office and Liaison on NMT)	1
Mdlalose (Mr)	Zakhele	Director: Environment	1

		Department of Trade and Industry	
Mhlanga (Mr)	Alois	Industrial Development Officer (Project Manager: Components 1 and 4) UNIDO	3
Morgan (Mr)	Derek	Head: eThekwini Municipality's Energy Office	1
Moyo (Mr)	Nokwazi	National Project Manager: Greening COP17 UNIDO	1
Mthembu (Ms)		Principal: Vilakazi Junior Primary School (Beneficiary – SWHs and LED lighting)	1
Naidoo (Mr)	Sadha	CEO: Tourism World Service Provider – Volunteers: recruitment, training, deployment and management)	1
Nguyen (Mr)	Khac-Tiep	Industrial Development Officer (Project Manager: Components 2 and 3) UNIDO	1
Ngwani (Councilor)		Groutville Community Representative	2
Nteo (Ms)	Dorah	Chief Policy Advisor: Sustainable. Development Department of Environmental Affairs	4
Pillay (Mr)	Jason	KZN DOH	4
Von Alvenseleben (Mr)	Busso	Senior Programme Manager: Energy Sector KfW	3
Westwood (Mr)	Robin	KZN DOH	4

Annex D: Guiding Interview Questions

1. FUNDERS AND COUNTERPARTS

DEA

What are the origins of the project?
Was the project aligned to your strategic imperatives and in what way?
How do you feel about the partnership with the implementation agent UNIDO?
Can you comment of the timeframes particularly around the planning and execution?
Can your comment on the achievements of the Components?
There were 4 PSC meetings within a short timespan – approximately 1 month apart – before the COP17 event? It seems the timeframes were short, was it therefore necessary to have a PSC or was it just a matter of compliance?
What were the reporting mechanisms to the PSC?
Were the challenges relating to the management of some of the components, particularly those whose management was outsorced?
Was the PMO adequately capacitated to deal with the management of the four components?
What were the lessons learnt?
What were the expectations in terms of legacy projects and impact?
Having conducted a similar project for the FIFA 2010 World Cup, what were the lessons learnt that were brought into this project and how did that experience benefit on this project?
What were the challenges encountered? What could have been done differently in hindsight?
How are the environment benefits of Greening COP 17 going to be measured?
Are there any other matters you would like to bring to my attention that may inform this evaluation?

the dti

What is your understanding of the institutional framework for Cleantech and what is the current situation?
It is understood that for the last call only 41 entries were received. What is your opinion on the implementation and achievements?
How is this project going to be funded in future?
How do you see this scaled up for the future implementation?
What will be the linkages with other competitions or franchisees?
How does the dti intend to promote the involvement of the private sector from funding and technical support perspectives?
Do you see value in involving other departments such as the DST and DOE?
Are there any other matters you would like to bring to my attention that may inform this evaluation?

KZN DoH

Did the feasibility study on the SWH reflect the actual requirements and needs of the clinics?
How do you feel about the installations?
Are these taken up into your maintenance plans? How do feel about the

maintenance training given?
Are there plans to scale up?
There are warranty papers on the SWHs, are you aware of them and are they safely kept?
Are you aware of the pros and cons of having SWHs? Is the staff at the clinics equally aware?
What security measures have been put in place to safeguard the equipment?
Are the noticeable benefits in having installed these SWHs?
Are there any other matters you would like to bring to my attention that may inform this evaluation?

eThekwini Municipality

KfW contributed to the programme. Were cycle tracks done to standard and on time?
Who was managing the whole process?
Did the management of the system achieve the desired results?
What is the fate of the 300 bicycles?
Did you reach the desired targets in terms of usage?
What were the lessons learnt from the system?
Are there any other matters you would like to bring to my attention that may inform this evaluation?

DOT

What was the role of DOT with regards to this component?
What is your understanding of the long term programme of NMT in the country?
Comment on the green jobs and implementation?
Do you have programmes with regard to creating cycling-friendly tracks?
What is the cost and lifespan of your bicycles donated?
Are there plans or thoughts of similar projects aimed at school going children?
What was the role of DOT with regards to this component?
What is your understand of the long term programme of NMT in the country?
Comment on the green jobs and implementation?
Do you have programmes with regard to creating cycling-friendly tracks?
What is the cost and lifespan of your bicycles donated?
Are the plans or thoughts of similar projects aimed at school going children?

DOE

Please describe the programme on SHWs, cooking stoves and lighting.
Please comment of each of the components – SWH, cooking stoves and lighting.
What do you understand your role to have been in the project?
What did you feel about the PSC? Did it accommodate your imperatives?
What was your involvement in Sustainable Energy Access on the 8th December 2011?
How do you feel about the outcomes of the event?
In view of your footprint with GEF, covering various technology alternatives, what limited you to showcasing only SWHs, cooking stoves and lighting?
Were these components quality assured or endorsed?
Were these state of the art?
Would you see these to can be championed for the future as legacy projects?
Beyond RIO+20 what is being carried through to SE4All as a legacy project?
What do you see your role in SE4ALL?
How do intend measuring the environmental benefits and/or mitigation results of Greening COP 17?

Are the plans or thoughts of similar projects aimed at school going children?

KfW

What were the challenges experienced in implementing the cycle tracks for COP 17? There were concerns that the cycle track signage was inadequate. Were/are these addressed?
How much did it cost to implement the cycle tracks?
Are there plans to expand the cycle tracks throughout Durban in particular, and other cities in general? Are these plans part of the integrated public transport infrastructure?
The tracks alone can only promote usage of cycling up to a point? Are there plans to include bicycle-hiring systems, particularly drawing from the experience and lessons learnt during COP 17?
Are there any other aspect you would like to share, particularly on the lessons learnt, the legacy projects, and perhaps institutional arrangements and funding required for implementing cycling tracks?

2. Project and Component Implementers

What was your role in the project?
What was your impression of the project?
What were things done well? What were things done wrongly?

Component 1

Have the results of showcasing GEF-SA Partnership projects been fully communicated to the government and public?
What is to happen to the outputs of the Component, particularly the showcasing video that was generated?
Was the video adequately flighted i.e. apart from the COP 17 events (mainly for delegates), was it flighted in media easily accessible to the public at large?
Who is currently the custodian of the video or who has taken ownership of the video?
Can you comment on the outcomes of this Component?
Please comment on the government uptake and ownership of this Component.
Are the any other issues you would like to raise that will inform the evaluation?

Component 2

Has the country bought into the competition?
Is this the main competition in this space?
What would the obligations of each party be?
How do you understand institutional arrangements for cleantech?
How do you see it moving forward?
How is the second year of the competition unfolding? Are PM and performance improving?
What happens when UNIDO/GEF pulls out? Who will own the project into the future?
What is the appeal of the competition to various stakeholders?
What are the business sustainability models?
Are the any other issues you would like to raise that will inform the evaluation?

Component 3

Has the handover of bicycles been done?

Things were done quickly. How did this affect the cost?
What was intentioned? What is it to buy local or import? How does this impact on the maintenance of these bicycles? How does it affect green jobs?
30 people were trained to maintain the bicycles. How were they utilized? What happened to these people?
Do you have a roster of these people and where and what they are doing?

Component 4

What informed the original design of the component i.e. the supply and installation of SWHs in rural clinics?
Did the feasibility study (conducted by KZN DOH) on the SWHs reflect the actual requirements and needs of the clinics?
Was there a policy on local sourcing of SWHs?
GEF had already had an extensive track record in funding and implementing energy efficiency projects, including supply and installation of SWHs, in South Africa. Did the lessons learnt and best practice from these projects taken into account in the design of this project?
The original project design was for the supply of SWHs only and installation thereof in rural clinics. How were the stoves and lighting incorporated into the design of the project and what informed that decision? What informed the decisions to include 2 local schools as additional beneficiaries?
What is the mechanism to measure acceptability, relevance, etc. of the stoves and lighting?
How did Philips come to be chosen to supply lighting?
Were there specifications for stoves and lights?
Did the high profile event in Groutville bring value to the project?
What are the next steps vs SE4ALL and lessons learnt from COP 17?
Please comment on the government uptake and ownership of this Component.
Are the any other issues you would like to raise that will inform the evaluation?

3. FUNDERS AND COUNTERPARTS

How did you benefit from the Project?
Are the any other issues you would like to raise that will inform the evaluation?

Annex E: Evaluation Report Quality Assessment by UNIDO Evaluation Group

Report quality criteria	UNIDO Evaluation Group Assessment notes	Rating
K. Did the report present an assessment of relevant outcomes and achievement of project objectives?		
L. Were the report consistent and the evidence complete and convincing?		
M. Did the report present a sound assessment of sustainability of outcomes or did it explain why this is not (yet) possible?		
N. Did the evidence presented support the lessons and recommendations?		
O. Did the report include the actual project costs (total and per activity)?		
P. Quality of the lessons: Were lessons readily applicable in other contexts? Did they suggest prescriptive action?		
Q. Quality of the recommendations: Did recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?)'. Can they be implemented?		
R. Was the report well written? (Clear language and correct grammar)		
S. Were all evaluation aspects specified in the TOR adequately addressed?		
T. Was the report delivered in a timely manner?		

Rating system for quality of evaluation reports

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1, and unable to assess = 0.