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TERMINAL EVALUATION

Final Report

UNDP/GEF Project

*“Ensuring Global Environmental Concerns and Best Practices
Mainstreamed in the Post-Conflict Rapid Development Process
of Sri Lanka Through Improved Information Management”*



GEF Project ID: 5031

UNDP/GEF ID: 4940

Agency's Project ID: 00090016

Evaluation Period: Nov 018-Jan. 2019

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Country and Region: Sri Lanka, Asia and the Pacific

GEF Operational Program: Multi-focal

Executing Partner: Ministry of Disaster Management

GEF Agency: UNDP

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1. Executive Summary

1.1 Project Summary Table

Project Title: <i>Ensuring global environmental concerns and best practices mainstreamed in the post-conflict rapid development process of Sri Lanka through improved information management</i>		
GEF Project ID:	5031	
UNDP Project ID (PIMS #):	4940	
ATLAS Business Unit, Award & Project ID:	LKA10, Award ID: 00080228, Project ID: 00090016	
Country(ies):	Sri Lanka	
Region:	Asia and the Pacific	
Focal Area:	Multi-focal	
GEF Focal Area Strategic Objective:	CD-2, CD-3	
Trust Fund (GEF)	GEFTF	
Executing Agency/ Implementing Partner	Ministry of Disaster Management (MDM)	
Project Financing	at CEO endorsement	at TE December 2018
[1] GEF financing:	800,000	800,000
[2] UNDP contribution (cash):	161,500	145,069
[3] Government (in-kind):	230,000	1,260,000
[4] Other partners (Government- Cash):	1,000,000	0
[4] Other partners (UNDP- in Kind):	0	141,000
[5] Total co-financing [2+3+4]:	1,391,500	1,546,069
PROJECT TOTAL COST [1+5]	2,191,500	2,346,069
Project Document Signature	4 November 2015	
Date Closing date	Proposed 4 November 2018	Actual 31 Dec. 2018

1.2 Project Description

The UNDP implemented and GEF supported Project “*Ensuring global environmental concerns and best practices mainstreamed in the post-conflict rapid development process of Sri Lanka through improved information management*” follows the national implementation modality. The Project executing responsibility was moved to the Ministry of Disaster Management (MDM) from the Ministry of Environment (MOE) during the project inception phase.

The **goal** of the Project is to strengthen capacity for environmental data and information management in Sri Lanka to improve the reporting process to the Rio Conventions and ensure sustainable development through better design and enforcement of environmental policy.

The **objective** of the Project is to improve institutional and technical capacities to meet and sustain the objectives of the three Rio Conventions and other Multi-later Environmental Agreements (MEAs). Specifically, the project was designed to target and train government staff at the local, regional and national levels on the specific interpretation of Rio Conventions provisions as they apply to their respective roles and responsibilities to implement associated development policies.

The Project’s design focused on strengthening and providing the needed support to institutionalize commitments under the Rio Conventions by improving environmental information management, updating baselines and targets of key planning instruments, and developing capacity in government and civil society to use environmental data and information for resource management and environmental status monitoring.

To achieve the Project's goal and objective, the Project has **two components, two outcomes, and nine outputs** at the project design stage. However, the number of outputs was increased to **eleven outputs during the inception workshop**. The Project's components are *Data and information management system*, and *Improved capacity to use data for planning, monitoring, and decision-making*. The Project outcomes are 1) Implementation of the Rio Conventions are better monitored and implemented, and 2) Planners, policy-makers and decision-makers effectively addressing national and global environmental issues.

The Project Document has stated key gaps and addressed them as identified by the National Capacity Self-Assessment exercise (NCSA). The project was also designed to improve the collection, access to and use of environmental information and data in Sri Lanka, improve decision-making and coordination for biodiversity conservation, climate change adaptation and mitigation planning, and sustainable land management.

1.3 Evaluation Rating Table

The overall rating of the Project is **Satisfactory** as the Project has achieved most of the intended results despite the delay encountered during the inception phase. The detailed Project's rating is provided in Table 1.

Table 1: Rating Project Performance¹

	Criteria	Rating
Monitoring and Evaluation		
	Overall quality of M&E	S
	M&E design at project startup	HS
	M&E Plan Implementation	MS
IA & EA Execution		
	Overall quality of Implementation / Execution	S
	Implementing Agency Execution	S
	Executing Agency Execution	HS
Outcomes		
	Overall Quality of Project Outcomes	S
	Relevance: relevant (R) or not relevant (NR)	R
	Effectiveness	S
	Efficiency	HS
Sustainability: Likely (L); Moderately Likely (ML); Moderately Unlikely (MU); Unlikely (U).		
	Overall likelihood of risks to sustainability	ML
	Financial resources	ML
	Socio-economic	L
	Institutional framework and governance	ML
	Environmental	L
Impact: Significant (S), Minimal (M), Negligible (N)		
	Environmental Status Improvement	N/A
	Environmental Stress Reduction (rate 3 pt. scale)	3
	Progress towards stress/status change (rate 3 pt. scale)	2
	Overall Project Results	S

1.4 Summary of Conclusions, Recommendations, and Lessons learned

Summary of Conclusions

¹ The rating for the main evaluation criteria is narratively highlighted in the report; other rating is not. Rating explanations: HS- Highly Satisfactory; S- Satisfactory; MS- Moderately Satisfactory; MU – Moderately Unsatisfactory; U – Unsatisfactory; HU – Highly Unsatisfactory; UA – Unable to Assess; N/A – Not Applicable Sustainability ratings: L – Likely; ML – Moderately Likely; MU – Moderately Unlikely; U – Unlikely. Impact ratings: Significant (S); Minimal (M); Negligible (N).

The Project managed to deliver a considerable result by establishing a national data collection and management system in Sri Lanka. The Project facilitated the implementation of a very successful public awareness campaigns at districts level that reached more than 5450 individuals, and several capacity development sessions aimed at improving access to environmental information related to the Rio Conventions, SFDRR, and SDGs in Sri Lanka.

The Project is considered successful as it was able to improve the implementation of the Rio Conventions in Sri Lanka through the development of individual and institutional capacities to better collect and share information related to the implementation of the Rio Conventions.

The Project also managed to deliver most of its planned results, however, with a substantial delay from the originally planned timeframe. Nevertheless, if the one-year delay encountered before the project's commencement phase is not considered (which was beyond the Project's team capacity), the Project managed to implement all activities within 3 years and 2 months (38 months).

Based on the review and assessment of the national context, the political situation during the Project's inception phase, and taking into consideration of the complex nature of the Project, the project overall rating is **Satisfactory**.

Although the Project is very much acknowledged by the Government of Sri Lanka (GovSL), and very relevant to UNDP and the Government's national plans, without a confirmed financial commitment and institutional arrangement to host the DDDP, prospects for sustainability are ambiguous, and overall sustainability is considered **moderately likely**.

Recommendations

The TE recognizes the project's successes, particularly in the achieving and preparing key deliverables and documentation, despite the delay encountered during its inception phase. Hence, the TE consultant would like to make the following recommendation to ensure that a clear set of actions to follow up or reinforce the initial benefits of the Project are identified:

Recommendation 1: The project adopts a comprehensive exit strategy to ensure Project's results sustainability (**UNDP/ MDM**).

Recommendation 2: The Project's DDDP and the associated training to be officially launched at a national workshop. An urgent and clear plan of action needs to be developed to ensure the utilization of these products after 2018 to ensure Project's outcomes sustainability (**UNDP, MDM, MOE**).

Recommendation 3: Institutionalize linkages with other ongoing activities to ensure the delivery of the remaining results like NSDI and SDGs Trackers (**UNDP through the Projects' Board**).

Recommendation 4: Ensure the delivery of the remaining training programmes concerning the hosting, updating, and maintaining the Data Portal (**UNDP, MDM**).

Recommendation 5: The Project has managed to produce a set of valued public awareness products. It is recommended to develop a dissemination plan for those public awareness and outreach tools as part of the CBD, UNFCCC, CCD, DRM future work, to ensure that future initiatives would build on the Project activities and results and will incorporate the project's products in its work. (**UNDP, MOE, MDM**).

Recommendation 6: The work has just begun through this Project. UNDP and GovSL through other initiatives and projects should continue working on the upgrading of the national capacity, the infrastructure, and project's deliverables produced to ensure that the Country will achieve the Project's Objective (**MOE, UNDP, MDM**).

Recommendation 7: Capture lessons learned from this Project and share at the national/ regional/ and global level (**UNDP CO**).

There is still the potential to achieve more, but it will require investing in a second phase or a continuation phase of the Project to ensure the proper transition of the DDDP to MDM. Thus,

Project's stakeholders (during the terminal project review meeting) should develop and endorse a clear work-plan to ensure the achievement of the remaining deliverables with the support of the stakeholders

Linking the Data Portal to the NSDI, the SDGs tracker, and the National Herbarium databases are crucial to ensure that Sri Lanka has improved access to environmental information related to the Rio Conventions, SFDRR, and SDGs. The achieved milestones are very important; however, these can't be sustained without institutionalizing them within the existing Government structures. The enhanced, harmonized, user-friendly, and well-coordinated Data Portal would improve the implementation of the Rio Conventions, SDGs, and SFDRR in Sri Lanka.

Lessons Learned

The project demonstrated several good practices which resulted in the implementation of the project that may be adopted for the formulation of other projects. Some of the best practices are:

- The TE consultant recognizes the dedicated commitment and efforts of the MDM, UNDP and PMU teams in their achievements so far.
- The TE recognizes the interest of the Government's Stakeholders which have supported the successes of the project and have the potential to ensure the outcomes are sustainable.
- Institutional arrangements and relationships between the stakeholders and the Project need to be institutionalized to ensure sustainability.

2. Acronyms and abbreviations

APR	Annual Progress Report
AWP	Annual Work Plan
CCCD	Cross-Cutting Capacity Development
CDRs	Combined delivery reports
CHM	Clearing-House Mechanism
CO	Country Office
COP	Conference of Parties
CPAP	Country Programme Action Plan
DDDP	Data-Driven Decision Portal
DRM	Disaster Risk Management
EA	Executing Agency
IR	Inception Report
GEF	Global Environment Facility
GEF CEO	Global Environment Facility Chief Executive Officer
GovSL	The government of Sri Lanka
HACT	Harmonized Approach to Cash Transfers
LFA	Logical Framework
MDM	Ministry of Disaster Management
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MEAs	Multilateral Environmental Agreements
MLLD	Ministry of Land and Land Development
MOE	Ministry of Environment
MOU	Memorandum of Understanding
MTDI	Ministry of Telecommunication and Digital Infrastructure
MTR	Mid-term Review

NCSA	National Capacity Self-Assessment
NIM	National Implementation Modality
NPD	National Project Director
NSDI	National Spatial Data Initiative
PAC	Project Appraisal Committee
PB	Project Board
PTC	Project Technical Coordinator
PIR	Project Implementation Report
PMU	Project Management Unit
RTA	Regional Technical Advisor
SDGs	Sustainable Development Goals
SFDRR	Sendi Framework for Disaster Risk Reduction
SGP	Small Grants Programme
TE	Terminal Evaluation
TWG	Technical Working Group
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention on Combating Desertification
UNFCCC	United Nations Framework Convention on Climate Change
UNDAF	United Nations Development Assistant Framework
UNDP	United Nations Development Programme
UNDP CO	United Nations Development Programme- Country Office
UNDP-GEF	United Nations Development Programme- Global Environment Facility

1. Introduction

Terminal Evaluation (TE) is an integral component of the UNDP-supported GEF-financed project cycle management. This report for the TE of the UNDP/GEF Project “*Ensuring global environmental concerns and best practices mainstreamed in the post-conflict rapid development process of Sri Lanka through improved information management*” (hereafter called “Project”) summarizes the main findings of the TE in accordance with the UNDP/GEF terminal evaluation guide². The TE was carried out during the last 2 months of the Project implementation.

1.1 Purpose of the Evaluation

All full and medium-size UNDP/GEF projects are required to undergo a terminal evaluation upon completion of implementation, as per the UNDP/GEF evaluation policies and procedures. The purpose of the evaluation is to use the criteria of *relevance, effectiveness, efficiency, sustainability, and impact*, to assess the project’s status in achieving its intended results and impacts and the achievements of project overall Objective. The TE is also intended to provide evidence-based credible, useful, and reliable information as it produces a set of recommendations and lessons to help guide future design and implementation of UNDP/GEF Projects. It also contributes to the overall assessment of results in achieving GEF strategic objectives aimed at global environmental benefits.

According to “Project-Level Evaluation. Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects”³ terminal evaluation has the following corresponding purposes to (i) *promote accountability and transparency, and to assess and disclose the extent of project accomplishments*; (ii) *synthesize lessons that can help to improve the selection, design, and implementation of future GEF financed UNDP activities*; (iii) *provide feedback on issues that are recurrent across the UNDP portfolio and need attention, and on improvements regarding previously identified issues*; (iv) *contribute to the overall assessment of results in achieving GEF strategic objectives aimed at global environmental benefit*; and (v) *gauge the extent of project convergence with other UN and UNDP priorities, including harmonization with other UN Development Assistance Framework (UNDAF) and UNDP Country Programme Action Plan (CPAP) outcomes and outputs*.

1.2 Scope and Methodology

Scope: This TE is planned monitoring and evaluation (M&E) activity of this Project of Sri Lanka in according with the UNDP/GEF TE guide. The UNDP Sri Lanka Office initiated the terminal evaluation during the last 2 months of the project completion. The TE must follow a participatory and consultative approach and focused on ensuring close and continuous engagement with key government counterparts, UNDP Country Office, project team, the UNDP GEF team, and key project beneficiaries and stakeholders. To ensure that all stakeholders and the project’s beneficiaries were involved in the TE, a site visit to one of the provinces was carried out and several meetings were taking place with representatives of local partners. The TE was carried out in accordance with the evaluation Terms of Reference received (TOR, Annex 1).

The TE considered analyzing four major components; project implementation, log-frame matrix (LFA) and strategy, adaptive management framework, and project performance. The assessment included analyzing and understanding project preparation and implementation, starting from the project’s development (PIF formulation) to the present, attention was placed upon the project’s LFA to examine the rationale behind the project’s design and consider how that contributed to achieving the objective and overall GEF goal. The project’s strategy was also examined, and the project’s main components/outcomes, outputs, indicators, and targets. A special focus was given to the project’s adaptive management framework, that is, how the

² <http://web.undp.org/evaluation/documents/guidance/GEF/UNDP-GEF-TE-Guide.pdf>

³ <http://web.undp.org/evaluation/documents/guidance/GEF/UNDP-GEF-TE-Guide.pdf>

project responded to new information, changes in variables, etc. This included understanding the project's risks and assumptions that the project had based its strategy upon and assess their validity and the way in which the project, has responded and managed these risks. Finally, the TE focused on evaluating the project's performance and its impacts over the project lifetime. Hence, the TE assessed the effectiveness of the various activities in achieving the Project's outcomes, and consequently the effectiveness of the Project's outcomes on achieving the Project's objective.

Methodology: The evaluation methodology was based on a participatory approach, which included three main elements: (i) initiating the TE work by conducting a comprehensive desk review of project's documentation; (ii) conducting a mission to Sri Lanka and piloting sites to interview key project's stakeholders, project's documentation, and cross-checking the TE findings, and (iii) drafting and finalizing the terminal evaluation report. The TE included:

The *initiation/inception stage* of the TE involved desk reviews of Project-related documents (PIF, UNDP/GEF Project Document, GEF Request for CEO Approval, Project's technical deliverables, Project Inception Report, Project's Board meetings/Minutes of Meetings, list of participants, list of Project's public awareness activities and media campaign) that the evaluator considered useful for an evidence-based evaluation assessment (list of documents reviewed, **(Annex 2)**).

As a result of reviewing Project's related documents, an inception report (IR) was prepared and submitted to UNDP for approval on October 2018; it included a preliminary proposed agenda for the mission to Sri Lanka **(Annex 3)**, a list of people to interview during the mission. This list was prepared based on the Project Document and the list of Project's stakeholders and beneficiaries **(Annex 4)**, and an evaluation matrix was developed and used during the mission to Sri Lanka to guide the interviews with the project's stakeholders **(Annex 5)**.

Evaluation Mission to Sri Lanka (2-12 December 2018) stage: An Evaluation mission in Sri Lanka took place from 2-12 December 2018. The mission had three major activities: (i) interviewing key Project stakeholders and beneficiaries to brief interviewees on the purpose and methodology of the TE, and to get updates on the project's activities. Findings were crosschecked during different interviews and with available evidence (Project documentation). A pre-prepared set of questions was used to facilitate the discussion with the stakeholders and ensure that all aspects of the TE are covered **(Annex 6)**; (ii) visiting the National Herbarium at the Botanical Garden as one of the project's piloting sites in *Peradeniya/Kandy Province*, meeting with the responsible team and visit another initiative cooperating with the Project (minutes of the site visits are summarized in **Annex 7**), and (iii) gathering project's data, documents, and technical deliverables and cross-checking findings.

Drafting and finalizing the Terminal Evaluation Report stage: following the field mission to Sri Lanka, data collected were thoroughly examined in accordance with the UNDP Project Evaluation Methodology. Responsible information and stakeholders' opinions with associated sources and assumptions given, were used to draft the TE report that was submitted to UNDP for review and feedback. It is UNDP Sri Lanka CO responsibility - according to the UNDP/GEF Evaluation guide - to circulate the report to key project's partners for review. UNDP CO compiles all comments on the TE draft report and shares with the TE consultant. The response to these comments, whether addressed or not is provided in the **"audit trail"** document (annexed to the TE final report) which is an integral part of the TE final report submission.

1.3 Structure of the Evaluation Report

The TE report is structured in accordance with the TE TOR and the "Project-Level Evaluation, Guidance for conducting Terminal Evaluation of UNDP-Supported and GEF-Financed Project.

The TE report consists of four main parts in addition to several annexes, as follows:

- Chapter 1: provides a general project introduction, the project's objectives and goals, evaluation scope, and methodology.

- Chapter 2: describes the Project in detail, the problems sought to address, the Project objective and development context, the baseline indicators, expected results and project's stakeholders.
- Chapter 3: describes in detail the main finding of the TE in relation to Project design, Project implementation, results, and sustainability.
- Chapter 4: provides the TE conclusions, recommendations and lessons to be learned.

According to the evaluation guide, the maximum total number of the TE report pages is 40 excluding the annexes. Annexes include TE's ToR, mission to Sri Lanka itinerary, list of persons interviewed, summary of field visits, list of documents reviewed, evaluation question matrix, the questionnaire used and summary of results, and evaluation consultant agreement form.

2. Project Description and Development Context

2.1 Project start and duration

The Project's main milestone dates are given in **Table 2**. The development period from the PIF approval (25 Jan 2013) stage to GEF MSP approval (2 Jul 2014) was 18 months. However, another 16 months were required (the PAC meeting, February 2015) to officially launch the Project in a national inception workshop (IW). The Project's IW took place in Colombo on 14 June 2016. Due to a few technical and political issues, the Project did not start actual implementation until June 2016, around 8 months after signing the project document, which is considered as the official start of the Project. So, project's activities began approximately 41 months after the PIF approval.

Milestone	Proposed Dates (Project document)	Actual
PIF developed	2012	
PIF approved by the GEF	January 25, 2013	
Request for CEO Endorsement submitted to GEFSec	3 June 2014	
MSP Document Approved	2 July 2014	
Executing Agency	MOE	MDM
Appraisal Committee meeting (PAC)		7 February 2015
UNDP Sign ProDoc		4 November 2015
Government Sign ProDoc		3 November 2015
Implementation Start	September 2014	4 November 2015
Inception Workshop		14 June 2016
Inception Report		14 June 2016
HACT		2017
Project Closure	September 2017	First: Nov. 2018 Then: Dec. 2018
Project TE	3rd Quarter 2017	4th Quarter 2018

The Project was designed to follow a National Implementation Modality (NIM). During the PIF and PPG stages, the Ministry of Environment (MOE) was designated as the executing partner as it hosts the 3 Rio Conventions. Yet, as the Project approval took around 1 year (finalization of the project documents and the approval), by the time the Project officially received the GEF CEO approval, there was a major reshuffle in the GovSL. During the period of January to August 2015, four secretaries were altered for the MOE, and five secretaries were changed for the Ministry of Disaster Management (MDM). Due to these national circumstances⁴, the MOE faced two major difficulties: (i) to provide the agreed-upon cash co-financing to the project (1 million USD), and (ii) limited technical capacity to implement the Project at that time.

The UNDP Country Office (UNDP CO) along with Ministry of Environment (MOE), Ministry of Telecommunication and Digital Infrastructure (MTDI), Ministry of Land and Land Development (MLLD) initiated a series of national consultation in October 2016, and were able to reach a decision on 21 October 2018, to move the project to the MDM. It was also agreed that the main beneficiaries – who will be presented in the Project's Board (PB)- are: MOE, MTDI, and MLLD. Based on these changes, the project co-finance, which was planned to be provided by the MOE, was mobilized from the MTDI. As a result, the project governance and structure, and the recruitment of the team needed around 9 months.

Due to this unexpected delay in initiating the Project's activities, an official extension was discussed in the PB meeting on 26th October 2018, and a request to extend the project was

⁴ Political unrest, changes in governments, and changes in government's top management.

submitted to UNDP GEF during the same month. A no-cost, till December 2018, was granted on 6th November 2018 to allow the completion of the remaining project's activities.

2.2 Problems that the project sought to address

Sri Lanka is fully committed to meeting its obligations under the Rio Conventions. It is eligible to receive technical assistance from UNDP and thus is eligible for support under the Global Environment Facility. Sri Lanka ratified the key UN Conventions on Biological Diversity (CBD) on 23 March 1993, Climate Change (UNFCCC) on 21 March 1994, and the UN Convention to Combat Desertification (CCD) on 9 December 1998. The country also ratified other important protocols under the Rio Conventions in later years, namely:

- The Cartagena Protocol on Biological Safety on 11 September 2003 to protect biodiversity from the potential risks posed by genetically modified organisms that are the product of biotechnology,
- The Nagoya-Kuala Lumpur Supplementary Protocol on Liability and Redress on 30 January 2012 on remedial measures arising from damages caused by the transboundary movement of living modified organisms, and
- The Kyoto Protocol on 3 September 2002 committing to stabilize greenhouse gas emissions for the period 2008-2012 at the 1990 level.

Sri Lanka has completed its NCSA in 2007. The project aimed at identifying the priority cross-cutting capacity development (CCCD) needs of the country to meet and sustain obligations under the three Rio Conventions. Hence, the Project intended to be an important step towards developing the capacities for an effective national environmental data management system. Specifically, the project was designed to strengthen Sri Lanka's monitoring and evaluation systems for the global environment by targeting capacity development towards accessing and using new data and knowledge to make more informed decisions. These capacities required strengthening stakeholder engagement (as legitimate owners of comparative expertise, experience, and knowledge); strengthening organizational capacities (as key operational entities and processes that guide transparent and valid use of knowledge for predictable outputs); environmental governance (as targeted rules and decision-making procedures that will ensure responsible and accountable actions); information management and knowledge (which is its actual creation, access, and use to catalyze a more holistic analysis and strategizing of local actions to meet global environmental objectives); and monitoring and evaluation (which is the strengthening feedback and adaptive systems for planning resiliency and managing the global environment through sustainable national actions).

The Project is closely aligned with and consistent with Sri Lanka's United Nations Development Assistance Framework (UNDAF) 2013-2017, and responded directly to Output 4.1: Policies, programmes, and capacities to ensure environmental sustainability, address climate change mitigation and adaptation and reduce disaster risks, in place at national, sub-national and community levels. Given the number of ongoing projects in the country at the time of the Project formulation, careful attention was given to coordinating project activities in such a way that activities were mutually supportive, and opportunities capitalized to realize synergies and cost-effectiveness.

The Project was considered strategic in that it addressed a targeted set of underlying barriers to environmental management towards the goal of meeting and sustaining global environmental outcomes. Specifically, the Project was designed to catalyze cooperation and coordination that has previously been limited by narrow institutional mandates and obsolete methods of analysis and decision-making. The Project was proposed to facilitate new partnerships between policy and decision-makers across environmental focal areas and socio-economic sectors while actively engaging other key non-governmental stakeholders. While an integrated system of environmental data and information management is not necessarily innovative, such a system did not exist in Sri Lanka at the time of project formulation. Data and information exist, but within institutions with institutionalized barriers against sharing. As a result, there was a significant overlap in data and information management, and because of the mandates of each agency, agencies only tend to manage data and information that they

need to meet their mission objectives. This worked fine for the few authorities that have the necessary financial resources, however, most other agencies cannot afford the expense of creating data and information that already exists and which could be accessed at a significantly cheaper cost.

Although Sri Lanka must strengthen its policy and regulatory framework to effectively implement the conventions, the country has made significant progress in strengthening its environmental policy and programming framework since the completion of its NCSA. The country has adopted numerous laws and policies pertaining to environmental protection and it has taken important steps to integrate global environmental obligations within its national policies and development strategies. The National Climate Change Policy 2012 and the National Land Use Policy 2011 are two examples of such progress.

The Project Document identified the below-listed barriers which hindered effective management to achieve global environmental sustainability in Sri Lanka:

Systemic

- (a) Sufficient legal framework, but inadequate coordinating mechanisms, enabling policies and policy instruments currently in force to implement Rio Conventions
- (b) Weak understanding of environmental costs in development planning lead to undervaluing globally important environmental assets
- (c) Mainstreaming environmental and resource conservation into national and sub-national development planning is overshadowed by the drive for post-conflict economic development.

Institutional

- (d) Inadequate financial resources for the national implementation of MEAs through relevant technical agencies
- (e) Accessing information in custodial agencies is difficult as there are no clear guidelines, laws, and regulations at a systemic and institutional level on access to such information;
- (f) A culture of data sharing and the advantage of improved access to information is not yet fully realized. The access to systems and data by community-based organizations (CBOs), civil society organizations (CSOs), scientists and the public is not optimal.
- (g) Inadequate mechanisms for inter-agency collaboration in environmental data generation and sharing (access)
- (h) Inadequate financing allocated through the treasury for activities related to the conventions, especially to implement key legislation for the protection of natural resources
- (i) Inadequate system for environmental monitoring at national and decentralized levels against established national targets and global environmental commitments.

Individual

- (j) Decision-makers and planners at national and sub-national level do not have the awareness, information, and tools required for good environmental governance.
- (k) At the individual level, database managers are not trained in data collection, management, and dissemination in customized formats, and on legal aspects (copyright) of information dissemination;
- (l) Scientific staff in custodial agencies are not trained to meet data gaps that arise in decision-making or sharing information for improved implementation and monitoring of Rio Conventions
- (m) Poor awareness of state officials, specialists, and the public at large about national responsibilities associated with the Rio Conventions and their benefits

The Project highlighted several important barriers to achieving progress in global environmental objectives in the thematic areas' biodiversity, climate change, and land

⁵ Project Document, page 20

degradation. The policy setting and institutional coordination remain distinct barriers in a complex legal and institutional framework for environmental governance. The improved institutional and technical capacities would help Sri Lanka in meeting and sustaining the objectives of the three Rio Conventions and other MEAs.

2.3 Immediate and development objectives of the project

The Project Document lists the Project's goal as being⁶: *"to strengthen data and information management and other support systems that contribute to policy development and improved implementation of the three Rio Conventions"*.

The project document outlined the main Objective of the Project as: *"To enhance the institutional and technical capacity of relevant stakeholders to support policy analysis, development planning and monitoring related to post-conflict development and implementation of the Rio Conventions and other MEAs."*

The achievement of the goal and objective were organized around two components and nine outputs. The proposed Project's components are:

- Component 1: Data and information management system
- Component 2: The Improved capacity to use data for planning, monitoring and decision-making

2.4 Baseline Indicators Established

The Project Results Log-frame (LFA) includes the project components, outcomes, outputs, indicators and target for each project components and outputs in order to measure progress and performance. No targets and indicators were set for the Project's outcomes. This LFA has been developed during the PIF stage and was validated and expanded to include the Project's risks, issues, baseline, and their indicators during the PPG. In the baseline scenario, there were the following indicators⁷:

- Strengthened environmental data and information management for improved implementation of the three Rio Conventions.
- Institutional and technical capacities are strengthened for enhanced Rio Convention mainstreaming within national development frameworks, and
- Awareness and training on the linkages between Rio Conventions and national sustainable development objectives.

The original LFA was further developed during the inception phase as two outputs were added under outcome 1. Additional indicators and targets were added to the project document to reflect the proposed changes to the LFA. However, these changes were not reflected in the Project's LFA itself and hence, they were not integrated into the Project's reports.

The changes and the Project's Document are discussed in detail under the Adaptive Management Formwork Section, 3.3.1, Page 26.

2.5 Main Stakeholders

The Project document involved a comprehensive list of stakeholders to be involved at the national and district level, mainly at the piloting site in Badulla District. The list included⁸:

- National Level Agencies:
 - Ministry of Disaster Management;
 - Ministry of Mahaweli Development and environment (Relevant divisions: Bio Diversity Secretariat, Climate Change Secretariat, Land Resources Division);
 - Disaster Management Center;

⁶ Project Document, Sub-Section C.2.b, Page 28

⁷ UNDP GEF Project Document. Annex 2: Logical Framework. Page 68.

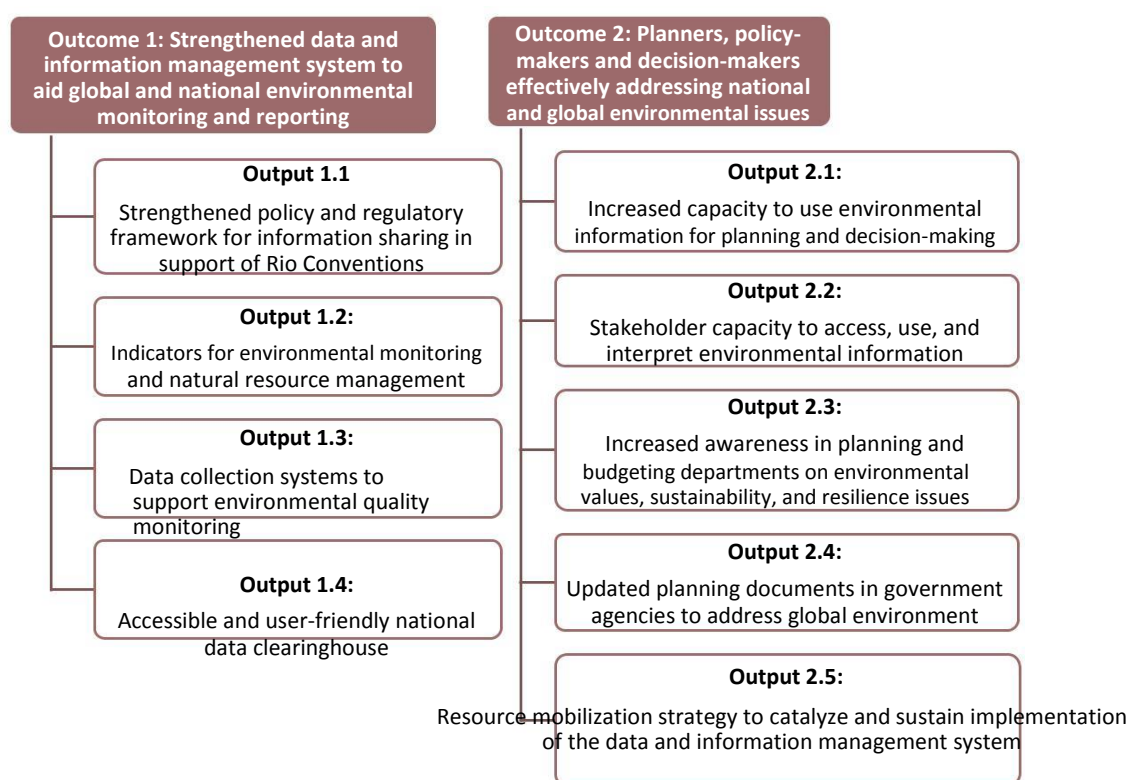
⁸ UNDP Project Document, Table 5. Pages 42-43.

- National Building Research Organization;
- Natural Resource Management Center;
- National Disaster Relief Service Center;
- Ministry of Agriculture;
- Plant Genetic Resource Center; and
- Survey Department.
- District level stakeholders in Badulla District:
 - Badulla District Secretariat (District Secretary, Assistant District Secretary, etc.);
 - At least 02 divisional Secretaries of Badulla district;
 - Disaster Management Centre (DMC);
 - National Disaster Relief Services Centre (NDRSC); and
 - Land Use Planning Division (LUPD).

However, the Project did not manage to work with all these stakeholders due to political and time limitations. The list of stakeholders involved in the Project implementation with a description of key partnerships established is fully discussed under section 3.2.3, Page 23.

2.6 Expected Results

The Project was designed to address the critical need to provide better environmental knowledge in Sri Lanka. The Project Document discussed and described the Project's two outcomes and the nine outputs to achieve the intended results. The following outcome/ outputs were planned:



During the inception workshop, the Project team in close consultation with the UNDP and the GovSL team undertook a review of the planned outcomes and outputs as well as the LFA. As a result, and based on the local conditions and emerging needs, the Project's team concluded that within the approved budget and duration of the Project, more ambitious targets could be achieved and therefore, two outputs were added under outcome number one. However, it was noted that the newly added outputs and the revised outputs and indicators were not added to the LFA and hence, the LFA remains as it was developed during the PPG stage. Yet, the team managed to illustrate the changes in the Project's ToC developed after the IW.

3. Findings

3.1 Project Design/ Formulation

In reference to the UNDP/GEF Terminal Evaluation Guide, the TE consultant assess and analyze whether:

- the Project objectives and comments were clear, well-written, practical and feasible within the proposed timeframe and with the allocated budget.
- the ability and capacities of the Project's executing agency to implement the project's components in line with the proposed design.
- What lessons learned from other relevant projects were incorporated into the project design.
- needed partnerships to implement the project were properly incorporated in the project design.
- financial resources (including the cash and in-kind co-financing) were adequate or not.
- The Project's assumptions and risks identified during the project preparation with the proposed mitigation measures.
- the Project's outcomes and the proposed indicators were **SMART**⁹

The project was considered highly important at the time of design and it remains very relevant to the GovSL's global environmental obligations not only in relation to the Rio Conventions but also the Sendai Framework for Disaster Risk Reduction (SFDRR), development plans mainly the reporting on the Sustainable Development Goals (SDGs), and to UNDAF and UNDP Plans in Sri Lanka, and to the GEF global benefits and objectives. The Project Document included the needed outcomes, outputs, activities, indicators, targets, work-plans and the allocated budget per output.

The Project focused on addressing key barriers to enhance data generation, validation, and sharing, and the use of data in decision-making processes. The Project thus focused on enhancing policy setting and institutional coordination as they represent distinct barriers to achieve the global environmental benefits. The absence of strong administrative and legal mandate, the frequent changes of the agencies and their top management, and the distribution of subjects among ministries were all barriers to achieving global environmental benefits in Sri Lanka. Furthermore, environmental management was not effectively mainstreamed into regional, provincial and district development planning processes in Sri Lanka. This had led to a significant barrier to achieving global environmental objectives. Thus, the Project design effectively addressed these barriers.

Furthermore, *"Poor information management is seen as a significant barrier to achieving progress in global environmental objectives in Sri Lanka. Information relating to the Rio Conventions is managed within distinct agencies and technical departments, and there is no national policy on data management and information sharing across all three conventions. The absence of policy has meant that pre-requisites for data sharing have not been completed by data custodian institutions"*¹⁰. The Project's proposed activities contributed to strengthening data and information management and other support systems that contribute to policy development and improved implementation of the three Rio Conventions.

The need for human and institutional capacity development, public awareness, and enhancing the institutional coordination to enhance data generation and sharing is convincingly justified in the Project Document. Based on most of the environmental initiatives analyzed during the Project development stage, *coordination of, and effective implementation of environment-related*

⁹ **SMART:** *Specific:* Outcomes must use change language, describing a specific future condition; *Measurable:* Results, whether quantitative or qualitative, must have measurable indicators, making it possible to assess whether they were achieved or not; *Achievable:* Results must be within the capacity of the partners to achieve; *Relevant:* Results must make a contribution to selected priorities of the national development framework; *Time-bound:* Results are never open-ended and there should be an expected date of accomplishment

¹⁰ Project Document. Section B.2.f: Barriers to Achieving Global Environmental Objective. Page 19.

activities considered a challenging mission¹¹ to the GovSL. The Project Document correctly demonstrated that there is a high likelihood of scaling up the proposed database and there is a high potential for replicability by other sectors. Development of a clearinghouse mechanism / user-friendly data management system was proposed to significantly enhance data sharing and thus, increase support to policy analysis, development planning and monitoring related to post-conflict development and implementation of the Rio Conventions, SDGs and other international agreements. In addition, as provided in the Project Document discussions with stakeholders during project identification and preparation indicated that there is high-level interest in expanding the work under this Project as they considered it as “serves as catalyst of a more long-term approach to Rio Convention implementation by strengthening targeted institutional arrangements through improved training and learn-by-doing exercises to catalyze action for the global environment.”¹²

The Project was proposed to operate in a policy framework that includes, among others: Sri Lanka’s UNDAF for 2013-2017; UNDP Country Programme Action Plan for the same period (2013-2017); The National Climate Change Policy 2012; The National Land Use Policy 2011; Sri Lanka’s social and economic development priorities for the period of 2010-2016; The National Forestry Policy (1995); National Air Quality Management Policy (2000); National Policy on Wildlife Management (2002); the National Climate Change Policy in 2010; National Watershed Management Policy (2004); and Right to Information Act 2016.

The Project design considered strengthening existing environmental formation and data generation, management and sharing structure, and improving capacities to use data and information for planning, monitoring and decision-making. Sets of activities were planned to be demonstrated through the implementation of a pilot demonstration at the province and district levels to ensure that capacities at the district levels (first-level responsible for data collection in the field) are developed in accordance with the targeted capacity to be achieved at the national level.

3.2 Analysis of the LFA/Results Framework (Project logic/ Strategy, Indicators)

LFA: The Project’s LFA is a key monitoring and evaluation tool used as a base for the planning of detailed activities defined during the Project development phase. According to the Project’s inception workshop report, the LFA has been reviewed, two outputs were added, and indicators were amended/added for the new outputs. Furthermore, a theory of change was developed to reflect on the changes proposed and agreed upon during the inception phase. However, these changes were not fully reflected in updated Project Document. It was noticed that the Project’s LFA was not updated, thus, the PMU and UNDP CO missed reporting on the newly added outputs (1.5 and 1.6) in their quarterly, and annual progress reports.

The original LFA followed basically the GEF format and included targets with clear dates to be achieved at the output levels. However, it was noticed that the timeframe proposed to achieve some of the targets is not realistic and did not take the national capacity and context into consideration. This resulted in some weaknesses in the LFA mainly in relation to the evaluation of the timeliness of the project’s achievements. The issue of targets achievement data in the LFA was discussed during the inception phase, and several changes proposed. Furthermore, the recent developments in Sri Lanka during the period of 2014-2016 had affected the scope of work under the Project with more focus given to the work related to the SDG and SFDRR. These changes were not considered and as a result, no specific indicators and targets were refined to better align with the change proposed in the Project’s LFA. Table 2 provides an overview of the TE assessment of the project’s LFA and how “SMART” the achievements are compared to the defined end-of-project targets.

Strategy: The Project Document established a balanced strategy to address challenges to access environmental information related to the Rio Conventions in Sri Lanka. The strategy, as a well-presented plan, mostly addressed the capacity barriers, risks and issues might hinder the

¹¹ UNDP GEF Project Document. Section B.2.e Institutional Context. Page 14.

¹² UNDP GEF Project Document. Section C.3.b Replicability and Lessons Learned. Page 39.

project implementation and hence consistently set the basis for a plan of action. As a result, the PMU was able to make good progress towards achieving the project's Objective. Furthermore, the strategy survived through to the very-long, unplanned, inception phase and as it was further developed in the updated LFA and effectively remain the strategy for the project, as there have been revisions to the log-frame. The targets achievement per the end of the project as formulated during project development-are generally realistic.

Table 2: Overview of the Terminal Evaluation of the Project's Log-frame

Criteria	TE comments
Specific	<p>Indicators are, with a few exceptions, specific and target oriented.</p> <p>No targets were set at outcome level.</p> <p>The LFA relates to the project components and outputs and defines corresponding indicators per component/output.</p>
Measurable	<p>Most of the indicators are linked to measurable targets. However, indicators at the objective level are difficult to measure. The targets to be achieved by the end of the Projects are: <i>"Government staff have learned, applied, and tested best practice tools to integrate data management system for improved monitoring and implementation of Rio Conventions"</i>, <i>"Future reports will not be data deficient"</i>, and <i>"Increased capacity within relevant stakeholder groups to handle data and information relevant to the Rio Convention."</i> These targets are neither specific nor measurable.</p>
Achievable	<p>Most of the indicators are achievable, however, it was noticed that the allocated budget and/or the proposed timeframe, in many cases, were underestimated.</p> <p>For some of the indicators, it was obvious that it is impossible to be achieved during the proposed timeframe. For example, all targets concerning setting up the needed working groups should be achieved during the first 3 months of the project commencement. This is not realistic, taking into consideration that any project would need 2-3 months for the inception phase to allow for the recruitment of the project's team, setting up the office, and provide the needed logistics to start the implementation.</p> <p>Also, the Project outputs are very costly like establishing Meta-Databases for Rio Conventions focal area, Provincial data sharing platforms, and Data brokering service that facilitate analysis and access to metadata. These indicators belong to outputs; 1.2 and 1.4. However, the LFA proposed achieving these two outputs at the sometimes neglecting the difficulties that might arise at the national levels when it comes to implementing several technical initiatives simultaneously.</p>
Relevant	<p>Indicators are relevant to the Project's outputs and components</p>
Time-bound	<p>Almost all the indicators are linked to specific dates and that made it easy for the Project team to develop and update their work plan. However, the Project faced more than 16 months delay before its official commencement, 5 months delay during the inception phase and has granted 2 months no-cost extension. Yet, these changes and delays were not discussed during the IW, and hence, not reflected in the LFA.</p>

3.2.1 Assumptions and Risks

The Project's LFA included a set of risks and assumptions per outcome and output. The Project Document also discussed some of them under the key Indicators, Assumption, and Risk Section.

Project's Assumptions:

The review of the set of assumptions identified in the Project Document indicated that some of the assumptions are neither necessarily logic nor vigorous. Examples:

- An assumption was made regarding the involvement of different stakeholders to ensure the continued interest and sustainability of the Project: *"the involvement of the National Council for Sustainable Development and the focus on generating good information should ensure that broad commitment is maintained."* This assumption should be based on a clear and thorough analysis as the high interest of the MDM and its work with the national stakeholders would help in ensuring that broad commitment is maintained.
- It is assumed in the Project Document that *"... by improving existing consultation and coordination mechanisms, and promoting information sharing agreements between **academia and civil society**, the decisions made in relation to the global environment will become more inclusive, legitimate, resilient and robust."* The Project faced a bigger issue when it comes to improving the existing coordination mechanism between different governmental agencies. This assumption was not as accurate as most of the data in relation to the Rio Conventions are generated by the Government.

Project's Risks

The Project identified **3 risks** during the formulation stage¹³ and included risks per each outcome and output. One risk was rated as a medium level while the other two were considered low-level risks. The risks were classified as technical, and financial. However, during the Project implementation, the PMU identified another 4 risks, they are operational, political, and technical.

Risks weren't monitored carefully (minimum updates in ATLAS, no risk analysis/management in APRs/QPRs). The risks log (only for the 4 risks identified by the PMU) has been updated on annual basis by UNDP CO, with a few mitigation measures proposed per risk. However, TE consultant considers the management of the project's risks needs a lot of improvement, as they need more substance and concrete mitigation measures, and to be quarterly updated with a clear set of mitigation measures. It was obvious that not all the potential risks were identified in the Project Document during the project formulation stage. Based on the abovementioned, it is the TE consultant's opinion that not all the potential risks have been identified in the Project design.

3.2.2 Lessons from other relevant projects incorporated into project design.

The Project document did not incorporate explicitly lessons learned from other relevant projects. Yet, according to government officials interviewed as well as the UNDP CO team who were involved in the project formulation, the project design benefited from previous projects development and implementation as several outputs were developed based on the work that was going on at the time of project formulation. Consultations took place with relevant initiatives, those were listed in the Project Document, among those: the *"Roadmap towards a safer Sri Lanka"*; the *"Sri Lanka community forestry programme"* Project; the *"Strengthening capacity to control and manages alien invasive species"* project, the *"Strengthening the resilience of post-conflict recovery and development to climate change risks in Sri Lanka"* Project, the *"Rehabilitation of degraded agricultural lands in Kandy, Badulla and Nuwara Eliya Districts of the Central Highlands"*, and the *"Mainstreaming agro-biodiversity conservation and use in Sri Lankan agro-ecosystem for livelihoods and adaptation to climate change"* Project.

¹³UNDP GEF Project Document, Section A.3: Key Indicators, Assumptions, and Risk. Page 7-8, and Section C.3.c Risks and Assumptions. Pages 40-41.

3.2.3 Planned stakeholder participation

The Project involved key stakeholders from its earlier stages. It begun with the National Capacity Self-Assessment that was completed in 2007, the NCSA involved an extensive consultation process that engaged government ministries and agencies, local government, research organizations, academia, NGOs, civil society, local communities, media, development partners, and other relevant stakeholders. Then, during the PIF formulation, numerous stakeholder consultations were conducted between 2011 and 2012. Finally, the MSP was developed and discussed intensively in 2014 with “Stakeholders consulted in the development of the project document represent institutions”.¹⁴

The Project Document highlighted the role of key Project stakeholders, who should be involved in project implementation, to ensure Project efficient and effective implementation. Those represent “government ministries and their subsidiary agencies and departments that are authorized to collect and manage environmental data and information and those that are responsible for fulfilling MEA obligations.”¹⁵ While the Project has managed to involve key stakeholders at national and district level like the MDM, Ministry of Agriculture, Department of Census and Statistics, Department of Planning, and the Department of National Botanic Gardens, where strong and pleasant relationships appear. Nevertheless, considering the project was supposed to contribute to building capacities of many stakeholders representatives in the country to make more effective decisions about environmental management, the TE would have expected: (i) to see the MOE playing a more considerable role in the project implementing, and (ii) to review more evidence of partnerships with organizations involved in the field of data generation and management in relation to the Rio Conventions and SFDRR, such as the private sector, the national and international non-state organizations.

The Project managed to reach to a wide range of stakeholders to involve them in various training workshops, and public awareness events. The Project organized very comprehensive district-wise campaigns in Badulla and Gampaha districts. Two sets of training programs were also conducted in the two districts to increase awareness on the use of datasets in decision-making processes. A complete list of these events organized and supported by the project is presented in **Annex 8**.

Another key issue in relation to stakeholder’s involvement is the hosting of the PMU in the MDM premises. This has helped the team to build strong partnerships with different departments and directorates belong to the MDM and ensured the government ownership of the project’s activities and later for project’s results and impacts. Furthermore, the Project established good cooperation with relevant on-going projects implemented at the national and district level including the FAO Project on “*Rehabilitation of Degraded Agriculture Lands in Kandy, Badulla, and Nuwara Eliya Districts of the Central Heights*.”.

The general conclusion, the Project management has been able to involve many stakeholders in project implementation and hence the stakeholders’ participation has been planned adequately, however, a key stakeholder like the MOE should have been strongly involved in this Project.

3.2.4 Replication approach

The Project’s catalytic role demonstrates its ability to build government staff capacity to adequately sensitized natural resource management and meet national obligations under the Rio Conventions. Through improved training, capacity will be enhanced to develop and implement local actions that inherently deliver global environmental benefits. This could be replicated in other sectors within the MOE and the MDM.

The replication of the Project activities was strengthened by the Project implementation arrangements, which involved numerous stakeholder representatives. The work with different government organizations, departments, ministries, and academia are actively supporting

¹⁴ Project Document. Section C.4. Stakeholder Involvement. Page 41.

¹⁵ Project Document. Section C.4. Stakeholder Involvement. Page 41

related capacity development work. The support the Project provided to the Herbarium is an excellent example to be replicated.

The Project's long-term impact such as the developed capacity enhanced public awareness, and the developed *data-driven decision portal* (DDDP) would ensure the sustainability of global environmental benefits and outcomes' replicability of the key principles. The implemented approach for replicability included the following main elements:

- Establishing a national DDDP would help all data requesters in accessing databases and by strengthening the coordination of activities related to the implementation of the Rio Conventions, SFDRR, and SDGs.
- The learning-by-doing approach applied helped in building the needed local capacities and awareness concerning data generation and access and ensured the institutionalization of the Project's work at the national and district level. Consequently, the replication value is very high.
- The implementation of advanced public awareness and training programs in two piloting districts (Badulla and Gampaha), in cooperation with national organizations and another project, helped in building the capacity at national and provincial levels.
- The cooperation with the National Herbarium/The Department of National Botanic Gardens on digitizing the valuable data gathered by the Herbarium over more than 200 years would enhance learning-by-doing and facilitate piloting in another province/district.

The Project also managed to develop comprehensive sets of public awareness tools like T-shirts, flyers, leaflets, mobile vehicles with key messages to broadcast, etc... with key messages about the importance of using data for decision-making processes. An attractive slogan has been invented "Smart Data" with a nice logo and both have been used in all public awareness events as well as in the DDDP this will ensure that the body of knowledge developed with the support of the project will be available to other stakeholders in Sri Lanka.

3.2.5 UNDP comparative advantage

In Sri Lanka, UNDP is the designated UN agency to lead the activities in coordination with UN agencies for achieving results under UNDAF Pillar 4 that covers environmental sustainability, climate change, and disaster risk reduction. UNDP is the GEF Implementing Agency for this Project, with the UNDP Country Office responsible for transparent practices, appropriate conduct, and professional auditing. The Project was implemented in line with established GovSL and UNDP procedures.

UNDP comparative advantages lie in its global experience and local presence in integrating policy development, developing capacities, and providing technical support. UNDP's support in designing, accessing the GEF funding, and implementing activities are consistent with the UNDP, GEF and the Governments plans. Furthermore, UNDP CO in Sri Lanka is leading the implementation of several projects related to environment and disaster risk reduction with a big focus on enhancing access to data and improving national capacity to generate, access data, and use datasets in decision-making such as the SDGs tracker, hence, UNDP has the capacity at the national level to provide the Government with political, technical and operational support.

3.2.6 Linkages between the Project and other interventions within the sector

The Project has managed to establish strategic cooperation and built linkages with other relevant projects. It collaborated with several national initiatives and projects funded by different donors and development partners in different districts in Sri Lanka, as well as with several UNDP initiatives and relevant projects being implemented at the MDM. Among those:

- [*Preparation of Sri Lanka's Third National Communication \(TNC\) to the UNFCCC*](#) - The Project collaborated with the TNC for collecting metadata for the DDDP, development of a research strategy for environment sector, provincial workshops on evidence-based

decision making and mainstreaming data collection for climate change convention, promotion of improving data usage for analysis in TNC. This influenced the process of TNC compilation to take a more systematic approach towards data management.

- *Formulating Sri Lanka's 6th National Report for the Convention on Biological Biodiversity* – the cooperation with this Project aimed at promoting usage of data for biodiversity reporting, collecting of meta-data for the DDDP, and providing training programmes on evidence-based decision making in biodiversity sector.
- Linking with GEF funded NAMA project - Key aspect of the NAMA project was to establish an MRV system for the energy sector. Since the energy sector is comprised of the biggest portion of NDC, the project worked closely with the NAMA project providing inputs and learning from it. One of the key contributions Project was to create awareness about the system and training local official to use it through the local awareness campaigns and local programmes.
- [*Rehabilitation of Degraded Agricultural Lands in Kandy, Badulla, and Nuwara Eliya Districts of the Central Highlands Project*](#) by FAO- Both projects cooperate in developing and delivering training programmes for Land Use Policy Planning Department officials on Arc GIS and verifying maps with field observation. This has improved their capacity to collect more accurate data using most modern technology and strengthening their ability to understand and interpoint wide spatial data for decision making.
- [*Small Grants Programme \(SGP\) of UNDP in Sri Lanka*](#)– the Project works closely with SGP to incorporate data and capacity building aspects in awarding small grants/evaluations/training. The Project's technical advisor serves as the advisor for the SGP which enabled to provide experiences of the Project to the SGP.
- Worked with the World Bank (WB) and the European Union to carry out [*Post Disaster Needs Assessment 2016, 2017*](#) and the recovery framework. The collaboration focused on linking the post-disaster data to the WB DaLa database.
- [*Managing Environmental Sensitive Areas \(ESA\) Project*](#) – Funded by the GEF and implemented by UNDP, collaboration promoted collection and usage of biodiversity data in spatial planning/ESA selection criteria etc.

Overall, the Project had successful and active cooperation with key ongoing initiatives. This cooperation could have been stronger by developing the needed cooperation with other Projects being implemented by MOE.

3.2.7 Management arrangement

During the Project's PIF and PPG stages, the MOE was designated as the Executing Agency (EA) and the main beneficiary following a NIM implementation modality. UNDP is the Senior Supplier and the GEF Implementing Agency (IA) responsible for transparent practices and appropriate conduct. According to the GEF, UNDP is also carrying the Project Assurance role, which meant to support the Project Board (PB) by carrying out independent and objective project monitoring and oversight functions. The Executive is represented by a senior official of MDM, as an individual representing the project, ownership to chair the group. The Senior Beneficiary is the Planning Division of the MDM.

The Project faced critical setbacks during the inception phase, these setbacks and issues could be summarized as follows:

- The development of the project in 2014 coincides with political changes. It took a time to get the Project approved by the end of 2014.
- The presidential election took place in early 2015. So, it created some governmental confusion which has delayed the project launching.
- A new Prime Minister was appointed in January 2015. The new government was not sure it is going to stay for a long time. Up until August 2015, Government officials were unable to take a decision. August 2015, the time the President was officially elected.

- During January – August 2015, 4 Secretaries were changed for MOE and Five Secretaries for MDM due to the political unrest. The Ministries' names were changed as well as their mandates. So, the Project team had to deliver 4 project's briefing with different SGs.
- With the changes in the governments, the new SGs and the head of units were challenging the validity of the Project itself after one year of formulation and based on the new changes in the ground.
- One problem was related to the cash co-financing. The MOE new management was worried about the co-financing.
- The MOE decided that they can't provide the needed co-financing and collectively with UNDP and the Department of Planning decided to move the Project to the MDM as the Ministry was interested to host the Project. Based on this development, the Project Document was signed with MDM in November 2015.
- As the MDM staff were not fully involved in preparing the Project idea, concepts and document during the PIF and PPG stages, it was not easy for them to understand the Project.
- The MDM had appointed a National Project Director (NPD), who got retired after a few months, so a new NPD had to be appointed, which had also caused some delay as the Project team had to work with the two NPD to explain what the Project is about.

Based on the new development, some elements of the project management arrangement changed. The below is a summary of the Project management arrangement:

- The executing agency is MDM in cooperation with MOE, MDI, and Planning Department (PD).
- The MDM appointed its Additional Secretary as the National Project Director.
- A Project Technical Coordinator (PTC) is responsible for day-to-day management and actual implementation and monitoring of the project and is accountable to the UNDP Programme team and the Project Director.
- A Project Associate (PA) was appointed, she was responsible to provide administrative and financial support to the PM.
- The Project, with the UNDP support, was able to mobilize 3 United Nations Voluntary (UNVs) to support Project's implementation. The inclusion of the UNVs provided great support to the PTC and PA. The three UNVs (at least two UNVs at the same time) focused on providing administrative, technical and operational support.
- The PB is chaired by the Secretary of the MDM.

A **Project Board (PB)** was set to provide strategic decisions and management guidance to implement the project. The PB reports to the Secretary of the MDM. The PB is made up of representatives of MDM, MOE (Focal Point for the CBD, CCD, FCCC, and GEF), National Planning Department, and External Resources Department in addition to UNDP. The Project Document stated that the PB should meet at least (3) times per year. Based on the approved annual work plan (AWP), the PB reviews and approves project quarterly plans when required and authorizes any major deviation from agreed quarterly plans. It was observed that the PB is functioning very well. To date, the PB has met TEN times, the meeting notes were prepared robustly and shared with concerned parties. A good record of the PB meetings and minutes is kept at the PMU and with UNDP.

A **National Project Director (NPD)** was nominated (the Additional Secretary, MDM), to follow up on the Project activity. The NPD is supervising operational management and guidance for execution and implementation within the constraints laid down by the PB and subcontracts specific components of the Project to specialized government agencies. The NPD is actively responsible for financial management and disbursements with accountability to MDM UNDP.

The Project Document also stated the need to establish a **Project Steering Committee and a Technical Steering Committee**. However, no clear structure, mandate or membership was proposed in the Project Document. Hence, the PMU decided to utilize the already existed mechanisms at the MDM to provide the needed technical support and help the PMU in

providing a thorough review for the project's technical deliverables. This decision was discussed and approved in the 2nd PB meeting¹⁶. According to the Project's Inception Report, the MDM was required to convene a Technical Steering Committee (TSC) with *"the with the MOE (MDM and focal point for the National Spatial Data Infrastructure Project), SLIDA, ICTA, as well as representatives from the line ministries responsible and their respective state agencies. Non-state stakeholders will also be invited as observers and to provide specific technical input as deemed necessary to the Project Steering Committee, namely from the technical agencies, ministries, academic and research institutions, NGOs, and CSOs"*.¹⁷ The TSC was supposed to meet quarterly and the meetings should be financed by MDM budgets. A **Project technical** committee was established late 2016. To date, 4 technical working groups meetings were organized to discuss and review the Project's technical deliverables

The **Project Management Unit (PMU)** is located at MDM. It is managed by a full-time PTC, who is supported by PA and 3 UNVs. The PTC oversees and manages the Project on a day-to-day basis on behalf of, and with the approval from the NPD. The PMU team cooperate very well to deliver the Project's results, and with the team of experts and the MDM team. The UNDP Officer responsible for the Project is strongly practicing the project assurance role.

An **International Technical Specialist (ITS)** position was proposed in the Project Document. This was supposed to *"provide necessary technical advisory services on the implementation of key project activities the review of recommendations to integrate and institutionalize Rio Convention obligations within the environmental data management system, among other substantive activities, as appropriate. These services will be provided over the course of the three-year implementation period to provide technical backstopping to help ensure the timely and high-quality project delivery."*¹⁸. The PB during the IW decided not to hire the ITS but rather a group of national consultants to provide the needed technical support in order to build national capacities.

To this end, there was only one International Consultant hired by the Project, the TE consultant. A larger group of national experts and specialized firms were hired by the Project to provide the needed technical support. A group of 11 national consultants (NCs) and 3 national consultancy firms were hired to ensure proper implementation of the project activities and delivery of the expected outputs in line with the Project LFA (Table 3).

Table 3: The list of experts who were involved in the Project in Sri Lanka

Technical Assistance Consultants Position	Proposed @ Project Design	Proposed @ Project IW	Actual Implementation
National Consultant			
Public Administration Specialist			
CBD Specialist			
CCD Specialist			
FCCC Specialist			
Policy/Legal Specialist			
Environmental Sociologist			
IT and Knowledge Management Specialist			
Capacity Development Expert			
Quality Assurance			
Database and System Specialist			
Comprehensive Disaster Management Plan			
Public Awareness			
Training Modules Developer			

¹⁶ UNDP GEF Project Board Minutes of Meeting. PB Number 2.

¹⁷ UNDP GEF Project's Inception Report, Page 93.

¹⁸ UNDP GEF Project Document, Page 89.

International Technical Specialist			
TE International Consultant			
Companies			
Awareness and Intuitional Gaps			5 NC
Database Mapping and capacity development			2 NC
Supplementary Constitutions for DRM			2 NC

3.3 Project Implementation

In line with the UNDP GEF Terminal Evaluation Guide, the Project implementation arrangement and its adaptive management have been reviewed and assessed. The following aspects of project implementation have been assessed: Adaptive management (changes to the project design and project outputs during implementation); Partnership arrangements (with relevant stakeholders); Feedback from M&E activities used for adaptive management; Project finance; Monitoring and evaluation; design at entry and implementation, and UNDP and EA.

A six-level scale was used to rate the achievements of project implementation and adaptive management in terms of the criteria above as follows¹⁹.

The narrative description of the complete evaluation and rating of the results is provided in the following paragraphs. The rating and a description of that rating are summarized in the TE Ratings & Achievements table 1, Page 6.

3.3.1 Adaptive Management

The Project widely applied adaptative management due to the complex political and operational situation the Project had to operate within mainly; (1) the political unrest for almost a year, which had led to, (2) a major delay in the inception phase, and (3) changing of the IA as the new senior management did not want to commit to a project with a high-financing. The PMU has prepared the first annual work plans (AWP) which were presented and approved in the IW, based on which the activities and outputs are related to proposed project components and outcomes. Furthermore, the project faced another issue related to the delay encountered in the National Spatial Data Initiative (NSDI). It was agreed that the two national initiatives will cooperate to ensure there is no duplication. A clear plan of action was developed to start the implementation of joint activities in 2016. However, up until the TE mission, the NSDI is facing several operational and technical issues that hinder the team ability to start the actual implementation, which has also affected the implementation of this Project.

The TE consultant observed the following adaptatively management measures taken by the Project, however, it was also observed that some of these measures were taken by the PMU without prior approval by the PB.

Main changes requested, discussed and approved during the Project's IW (May 2016):

- Change of the Project's IA from the MOE to MDM.
- Integrate data needs for Sendai Framework for Disaster Risk Reduction (SFDRR) as a multilateral agreement considering the needs of the current implementing partner and the existing overlaps between Rio convention data and SFDRR data requirements.
- Introduction of two additional outputs (under outcome 1; Output 1.5 and 1.6) to accommodate the integration of innovative technologies for information management and creating partnerships with private sector organizations for improved data and information management. The two outputs are:

¹⁹ TOR for Terminal Evaluation: Highly satisfactory (HS) - the project has no shortcomings; Satisfactory (S)- minor shortcomings; Moderately satisfactory (MS)- moderate shortcomings; Moderately unsatisfactory (MU) - significant shortcomings; Unsatisfactory (U)- major shortcomings; and Highly unsatisfactory (HU) - severe shortcomings

Output 1.5: Technological innovations for data management introduced.

New technologies such as Android mobile applications and social media are widely used by people to disseminate information. Data collection and dissemination is one of the areas that new technology and innovative ways of information dissemination could be promoted. The project will test out the processes and mechanisms to incorporate novel and innovative technologies for data collection.

- Activity 1.5.1: A study to identify possible novel technology and innovative ways to strengthen data management from the grassroots level to National
- Activity 1.5.2. Building on the study report identifies two-three feasible technological innovation for improved information management.
Target Indicator: Two technological innovation interventions completed, and pilot tested for applications 20.

Output 1.6: Strengthened engagement of Public-Private Partnerships in Information Management.

- Activity 1.6.1: Carrying out a mapping exercise to identify interested private sector organizations
Target Indicator: 03-05 Meeting with private sector organizations by Month 15
- Activity 1.6.2: Develop 02-03 private sector engagements for improved information management
Target Indicator: 03-05 agreements with private sector organizations End of the project.

- Addition of a *Capacity Building Consultant Position* to support the project implementing mainly that Outcome 2 entirely focuses on capacity development. This was done based on the strong recommendation from the steering committee and the implementing partner.
- Abolish the position for an Information Technology Expert. An agreement was made to cover this work with the help of the National Special Data Infrastructure (NSDI) team.
- The project will also embrace data needs for the implementation of Sustainable Development Goals (SDGs) and COP21 requirements where it overlaps with data needs for implementation of Rio Conventions.
- Project's activities were aligned with the NSDI plan of action. Some of the activities identified in the project are dependent on the implementation of NSDI. Any delays in NSDI implementation may affect the progress of project implementation.
- The cash co-financing of the Project to be provided by the GovSL and the Ministry of Digital Infrastructure.
- The in-kind co-financing of the project to be covered by the MDM instead of MOE.

During the implementation:

- The main key adaptive management measure introduced during the Project implementation was the inclusion of 3 UNVs to support the PMU. The 3 new members were able to provide financial, technical and administrative support to the PMU.

In summary, the Project developed a set of adaptive management measures that enable it to make good progress despite the delay in project commencement and has achieved several intended results.

3.3.2 Partnership arrangements

The Project has been successful in arranging partnerships with the main stakeholders MDM, MDI, and Planning Department, for the implementation of the Project's activities. The Project was hosted at the MDM, this has helped the project to be very close to other projects and initiatives led by the Ministry and other UNDP supported projects within the Ministry. As a result, the Project was able to closely monitor the implementation of other initiatives developed/supported by key international donors (including FAO, World Bank, and EU. However, the project should have established a strong partnership with the MOE (mainly the UNCBD, UNCCD, and UNFCCC focal points) as the main beneficiaries responsible for the Rio Conventions.

The Project Document required the project to set up a technical Steering Committee in order to “provide specific technical input as deemed necessary to the Project Steering Committee”. It was proposed to involve MDM, the focal point for the National Spatial Data Infrastructure Project, SLIDA, ICTA, as well as representatives from the line ministries responsible and their respective state agencies, non-state stakeholders like academic and research institutions, NGOs, and CSOs²⁰. However, there was unclarity in the Project document as it refers to Project Steering Committee and Technical Steering Committee with no detail on their functions and memberships.

The Project managed through its capacity development program to build a strong partnership with different organizations and government officials, the project: (i) trained government officers to feed manual data into the metadata portal; (ii) trained of LUPPD field officers to collect accurate data and create maps to feed to the GeoSpatial Data Base (in partnership with FAO); and (iii) trained provincial government officers to collect and store climate-related data (in partnership with the TNC project).

For the *Private Sector*, the Project established a good partnership with the National Institute of Media Training – to train media officials on “how to use data and information for public reporting”.

For the *Comprehensive Disaster Management Programme*, the Project worked with the Ministry of Women and Child Affairs to obtain funds from the treasury to collect disaggregated data for decision making. Also, base maps were developed (1:5000) for 17 local authorities for preparing risk maps to facilitate risk-informed decision making

The Project worked with the *National Disaster Relief Service Center (NDRSC)* of (MDM) in developing an online database and a system for “Disaster Relief Items Inventory Management” that could feed values of relief distributions in post-disaster needs assessments as well as in future contingency planning. The Project worked with the Center to develop a “Disaster Contingency Planning System” that could help minimize loss and damage through early preparation.

The Project influenced the online integration of disaster situation updates, relief updates contingency planning and inventory management of the NDRSC of MMDE under the Project through interventions to launch all new www.ndrsc.lk website

With the *academic sector*; the Project managed to establish linkages and partnerships with:

- the University of Colombo to develop a database for the collection of housing damage and loss data to improve decision making for compensation (name of the solution; Pre-Disaster and Post-Disaster Housing and SME Management System);
- The University of Peradeniya to conduct training programme (GIS).
- National Herbarium/ Department of National Botanic Garden to help them in digitizing the national database hosted currently as hard copies in the National Herbarium and linking the database with the Project's Portal.

The Project was also able to partner with a local NGO that works with grassroots to conduct the public awareness programme, schools' awareness programmes; undertake the sensitizing media officials on data and develop and implement awareness programmes for politicians.

²⁰ UNDP GEF Project Document, Section E.2 Implementation and Execution Arrangements. Page 57

The overall conclusion is that the Project managed to build several vital partnerships with the relevant national stakeholders and this has helped the Project in undertaking the Project's activities in 2 years instead of the originally planned 3 years.

3.3.3 Feedback from M&E activities used for adaptive management

The Project regularly used feedback from M&E to appropriately and adequately address new challenges and thereby ensure the achievement of established targets. The M&E plan including the LFA, Project' IW and IR, Project's quality assurance reports, and the TE were used as a basis for adaptive management. The changes in the LFA were discussed in detail in Section 3.2 Pages 19-20.

The UNDP Project Assurance role has been applied correctly and actively in assisting the PMU in preparing annual work plans, prepare for the Project Boards, and follow up on the procurement and recruitment of national and international consultants. Furthermore, UNDP followed up- as required- on the development of the budget revisions, update to a limited extent the risks and issues logs in ATLAS and provide political support through the participation of the UNDP Resident Representative in the PBs meetings. Nonetheless, the TE consultant observed key weaknesses in the Project monitoring cycle as a key Project's M&E activities were missing such as quarterly and annual progress reports, and frequently updated risks and issues logs. The PB was very active and provided good support to the PMU. To date, TEN PB meetings took place. The TE consultant was able to review the minutes of meetings for 8 PBs. As a medium size project, the Project did not undergo a mid-term review. The UNDP CO was satisfied with the level of support provided by the UNDP/GEF Office responsible for this Project; their provision of financial and administrative support was highly appreciated. In conclusion, the TE considers that the UNDP project assurance role has been correctly applied to this project.

3.3.4 Project Finance

The TE assessed the actual expenditure and the originally planned budget as well as the leveraged co-financing during the TE mission as presented in Table 4, which provides an overview of the budgeted expenditures of the GEF Project of US\$800,000. As of December 2018, **US\$ 704,298.85** about (88%) of the Project total budget, has been dispersed. However, around **US\$ 95,701.15** about (12%) are committed. This amount will be used to finalize the work of the project technical advisor, the TE, and the production of the project's deliverables.

The Project budget included **US\$ 230,000** from the GovSL as an in-kind contribution. As of December 2018, the confirmed Project co-financing from the Government has amounted to an estimated **US\$ 260,000**, around 113% of the total in-kind contribution. The Project did not manage to get the agreed-upon cash contribution (**US\$ 1 million**), however, the GovSL has provided a kind of parallel funding used for the establishment of the NSDI. Although this amount shows the high interest of the GovSL to provide the needed support to the Project, it also showed that the allocation of **US\$ 1 million** as a cash contribution from the GovSL during the PIF and MSP development was unrealistic. Details are provided in Table 5.

UNDP provided lower than the planned financial support. As of December 2018, the confirmed UNDP cash contribution amounted to an estimated **US\$145,069 (89.83%)**. UNDP also provided an additional **US\$141,000** as an in-kind contribution.

The GEF grant and UNDP contribution have been monitored through the UNDP's Atlas system. No annual audits have been conducted for this Project.

Table 4: Project Budget and Expenditures (US\$)

Project Component	Budget Approved (US\$)	Disbursed as of December 2018						Committed budget (2018)	Total (US\$) (Spent and committed)	Difference between planned and actual (US\$)
		2015	2016	2017	2018	Total spent	% of budget spent			
Component 1	360,000.00	0	98,056.02	173,209.70	142,885.18	414,150.90	115%	13,445.35	427,596.25	(67,596.25)
Component 2	370,000.00	0	33,977.41	25,473.48	207,441.99	266,892.88	72.13%	70,530.80	337,423.68	32,576.32
Project Management Cost	70,000.00	0	3,594.52	15,075.87	4,584.68	23,255.07	33.22%	11,725.00	34,980.07	35,019.93
TOTAL GEF	800,000.00	0	135,627.95	213,759.05	354,911.85	704,298.85	88%	95,701.15	800,000	-

Table 5: Co-financing of Project Partner (US\$)

Source of co-financing	Name of Co-financer			Type of co-financing	Amount confirmed at the CEO endorsement (US\$)		The actual amount contributed at the stage of TE (US\$)		Actual % of Expected Amount
UNDP	UNDP			Cash	161,500		145,069		89.83%
UNDP	UNDP			In-kind	-		141,000		100%
GovSL	MOE			In-kind	230,000		260,000		113.04%
GovSL	Information and Communication Technology Agency			Cash	1,000,0000		0		0%
GovSL	National Spatial Data Infrastructure Initiative			Parallel ²¹	-		1,000,0000		100%
Total					1,391,500		1,546,069		111%

²¹ This co-financing was supposed to be cash provided by ICTA. According to the UNDP CO, the changes happened at the Government lead agencies, made it difficult to mobilize cash co-financing. Instead, it was agreed on the Project Board first meeting to consider the NSDI initiative as a co-financing (parallel) to the Project replacing the ICTA grant.

3.3.5 Monitoring and evaluation: design at entry and implementation (*)

M&E Design at Entry

The Project Document and the CEO Endorsement Request included the standard UNDP/GEF budgeted monitoring and evaluation plan. The allocated budget linked with the Project's work plan considered as an important M&E component. The M&E Plan included quarterly, yearly and at the end of the project activities. A total of US\$ 29,000, about 5% of the total GEF grant was allocated for the M&E activities. The actual cost of the M&E during implementation reached US\$30,156.22, about 104% of the original planned M&E budget.

The M&E Plan included a detailed description of all UNDP/GEF M&E standard activities including: The Project's Log Frame Matrix with clear sets of indicators and targets, reports required to be prepared by the project like the quarterly progress report (QPR), annual progress report (APR), project implementation report (PIR), and the terminal review reports.

Based on the above, the M&E design at project startup is rated as:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
HS					

Implementation of M&E

The TE reviews the Project M&E during the actual implementation of the Project and considers that the M&E activities followed the M&E plan and that the UNDP and UNDP/GEF role both have been correctly applied to this project, based on the following notes:

- The Project's M&E activities followed the UNDP/GEF standard procedures as the UNDP CO in Sri Lanka has conducted several monitoring visits including attending Project's activities at district level.
- The project was subject to continuous monitoring by the UNDP Programme team. The UNDP CO has been very active in preparing the project work plans, budget revision, convening the project board and attending all the meetings, and following up on Project's recruitment and procurement.
- The Project's IW was organized on 14 June 2015 and an inception report has been prepared and shared with concerned partners. Critical adaptive management measures were introduced during the IW as explained earlier (Section 3.3.1, Page 26). The IR included changes proposed during the IW, it captured the discussion, the decisions, and provided an updated copy of the Project Document (**Annex 9** provides a summary of the changes made in the Project Document), and hence, the Inception Phase (Workshop and Report) represent a strength in the project cycle despite being organized and developed one year later than the planned date.
- The Project Board (PB): Project's changes have been reviewed continuously by the PB. According to the Project Document, the Project is subject to three PB meetings per year. To date, ten PB meetings were convened and very well-written minutes of the meeting are kept at UNDP and MDM (2 meetings were held early 2015 (minutes were not accessed), 18 December 2015, 25 August 2016, 21 October 2016, 1 November 2016, 17 January 2017, 23 August 2017, 26 January 2018, and 29 October 2018).
- UNDP Regional Unit in Bangkok, the UNDP/GEF Technical Advisor responsible for this Project, and UNDP Sri Lanka's provisions of financial resources have also been in accordance with project norms and in the timeframe.
- The UNDP CO has helped the Project in mobilizing the international consultant to conduct the TE, in compliance with the UNDP established procedures.
- Annual Progress Reports (APRs). The APRs are used as a critical analysis of the project's status and are submitted to the PB for review, discussion, and endorsement. However, the Project prepared only one APR for the year 2017 which has also missed outputs 1.5 and 1.6 as a result of not integrating these outputs in the Project's LFA during the IW and IR.
- Quarterly Progress Reports (QPRs); the QPRs are used to report on progress made based on the UNDP Enhanced Results-Based Management Platform (RBM). The Project did not prepare these QPRs as they have followed the MDM reporting system. Although it was good that the MDM

follow up closely on the Project and get the quarterly update, the TE consultant observed that these reports missed key information required for UNDP RBM like the risks and issues logs, a work plan for the next quarter and its planned resources.

- **Project Terminal Report (PTR).** This report should be prepared during the last three months of the project implementation and to be discussed during the terminal review meeting. Ideally, this report should be prepared by the Project team who has overseen all project's operational issues since its inception. However, the TE consultant noted that the UNDP Programme team is preparing during the time of the TE. The PTR is scheduled to be delivered by the third week of December, to be presented to the PB for the terminal review.
- **Terminal review meeting.** The terminal reviewing meeting will be organized by the project board, with the participation of its members in late December 2018. The terminal review meeting will discuss the PTR.

The M&E framework could have been strengthened by putting more emphasis on preparing the Project's reports (QPRs and APRs); the complicated political situation on the ground, and the Project's slow and complicated start, shifted the focus of the UNDP Programme team to follow up on the actual implementation of the project and forgot the reporting part, which is a crucial M&E tool for UNDP/GEF Project.

Based on the above, the implementation of the M&E plan is rated as:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
		MS			

3.3.6 UNDP and Implementing Partner implementation/execution coordination, and operational issues (*)

UNDP implementation (GEF IA):

UNDP has the Project Assurance role, which supports the Project Board Executive by carrying out objective and independent project oversight and monitoring functions. The key features of the UNDP implementation are as follows:

- UNDP continuously examined the project implementation and worked closely with the PMU.
- The UNDP support to the PMU is regarded as highly satisfactory and timely:
 - The follow up on the monitoring activity by UNDP CO.
 - Reviewing project budgets and work plans and provide needed advice.
 - The provision of financial resources has also been in accordance with project norms.
 - Facilitate the recruitment and engagement of several consultants in the implementation.
 - Facilitate the Project's procurement and follow up directly with the vendors and beneficiaries.
 - Provide necessary advice and guidance for the AWP's development.
 - Supporting the Project with 3 UNVs. Although not all of them were available for the full duration of the Project, and the project had to cover the cost of some of them, but the inclusion of the 3 UNVs provided great support to the PTC.
 - High-level support by the participation of the Assistant Country Director and/or the Resident Representative in Project Board.
 - Follow up on Projects risks and issues and propose mitigation measures.
 - UNDP Programme Officer keeps regular contacts with the MDM and other State's partners such as the MOE, MTDI, and DP, which has greatly contributed to ensuring the proper support is mobilized to implement the project.
 - The UNDP Programme Officer followed up on the no-cost extension until the end of 2018. The request was submitted by the EA on 26 October 2018 to the IM, UNDP requested the extension's approval from the UNDP/GEF. A no-cost extension was granted on 6 November 2018.

The PMU members mainly the PTC maintained good and regular communication with key Project's stakeholders, followed up regularly on the consultants' work and kept the EA informed of the Project progress.

UNDP is recognized as a supportive partner and the GovSL. The GovSL see the UNDP comparative advantages mainly in mobilizing international technical support. Although the Project took more than one year to start implementing its activities, evidence gathered during the TE mission indicates that once the project was up and running, UNDP fulfilled its oversight and supervision responsibilities, with the appropriate level of engagement and communication with the executing partners and the PMU. The Project is considered as well managed according to the UNDP and the GEF guidelines.

Rating for UNDP implementation is Satisfactory:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
	S				

MDM Execution

Although the Project was designed to be executed by the MOE, the MDM did a great job in hosting and following up on the project implementation. The Project followed the NIM modality; with the support of a group of national consultants.

The Project Management Unit (PMU) is located at MDM. The MDM has provided the project with the needed co-financing and has contributed significantly to support the Project's activities. The top management of the MDM is very supportive to the Project and is following up continuously on its work. The co-financing provided by the MDI demonstrates significant commitment by the GovSL.

MDM top management continuously follows up on the Project implementation. The Ministry has also involved many staff members in the Project's capacity development training and public awareness activities. The DDDP is going to be hosted at and maintained by the Ministry. The Ministry is committed to take up this role and follow up continuously on the DDDP. A draft agreement is being finalized between the MDM and UNDP on *data-driven decision portal* hosting to ensure the smooth hosting and functioning of the DDDP after the completion of the Project.

Rating for execution by the MDM is Highly Satisfactory:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
HS					

3.4 Project Results

3.4.1 Overall Results (attainment of objectives) (*)

The TE consultant evaluated the achievements of results in terms of attainment of the overall objective as well as identified project's outcomes and outputs, according to the UNDP/GEF evaluation guidelines. For this, the performance by outcome is analyzed by looking at three main aspects as identified by the UNDP/GEF evaluation guide: (i) general progress towards the established baseline level of the indicators; (ii) actual values of indicators by the end of the Project vs. designed ones; (iii) evidences of relevance, effectiveness, and efficiency of the results as well as how this evidence was documented.²²

The summary of the evaluation of the attainment of the objective of the Project is presented in

²²UNDP/GEF Terminal Evaluation Guide

Table 6. The assessment of progress is based on observations, findings, data collection and observations during the site visit at Sri Lanka, interviews with key stakeholders, data provided in the project's reports, and technical reports reviewed. The progress at the output level is provided in **Annex 10**.

The Capacity Development Scorecard was prepared in 2014 during the formulation of Project. The results of the assessment were considered as a baseline in the revised Log-Frame. The rating of the assessment of achievement at the time of the TE is presented in **Annex 11**. **Overall results of the Project are rated as:**

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
	S				

Table 6: Matrix for rating the Achievement of Outcomes

The below key is used for indicator assessment (Color Coding):

Green = completed, the indicator shows successful achievement
Yellow = On target to be achieved by the end of the project
Red = Not on target to be achieved by project closure

Project Strategy	Objectively verifiable indicators			Progress at the TE time December 2018	TE Comments	Rating
	Indicator	Baseline value	Targets by the end of the project			
Long-term goal: To strengthen data and information management and other support systems that contribute to policy development and improved implementation of the three Rio Conventions						
Project objectives: A. To improve institutional and technical capacities to meet and sustain Rio Convention objectives and those of other MEAs	<ul style="list-style-type: none"> Strengthened environmental data and information management for improved implementation of the three Rio Conventions. Institutional and technical capacities are strengthened for enhanced Rio Convention mainstreaming within national development frameworks. Awareness and training on the linkages between Rio Conventions and national 	<ul style="list-style-type: none"> Institutional capacities for managing the Rio Conventions is piecemeal and takes place through Rio Convention-specific projects, with development emphasizing socio-economic priorities. Requirements of the Rio Conventions are not adequately incorporated in development planning. There is little inter-ministerial coordination with regard to data sharing or the implementation of natural resource and environmental policies. Planners and decision-makers, particularly at the local level do not fully appreciate the value of the Rio Conventions which leads to 	<ul style="list-style-type: none"> Government staff have learned, applied, and tested best practice tools to integrate data management system for improved monitoring and implementation of Rio Conventions. Future reports will not be data deficient. Increased capacity within relevant stakeholder groups to handle data and information relevant to the Rio Conventions 	<ul style="list-style-type: none"> A series of consultative workshops were conducted with key stakeholders who generate data required for Rio Conventions reporting. These workshops resulted in the identification of data fields related to biodiversity, climate change, and land degradation. Approximately 25 organizations were directly involved in this process. Several training programmes on data management were conducted in partnership with the Post Graduate Institute of Science at the University Peradeniya. More than 30 data-generating agencies benefited from this training series. Tailored programmes were conducted for staff at the 	On target to be achieved by the end of the project	S

Project Strategy	Objectively verifiable indicators			Progress at the TE time December 2018	TE Comments	Rating
	Indicator	Baseline value	Targets by the end of the project			
	sustainable development objectives	heavy discounting of the global environment. ▪ Weak implementation of environmental policies		decision-making and operational levels. ▪ The Project raised awareness of the Right to Information Act No.12 of 2016 among government officers. Right to information act provides provisions for data sharing among agencies. ▪ Other workshops were held to raise awareness on how SDGs can be achieved through the implementation of the SFDRR.		

3.4.2 Relevance (*)

The Project is highly relevant for the GovSL as it addressed an important topic and derived directly from the GovSL national priorities and development plan. It supports the GovSL in complying with global environmental commitment. Key GovSL and stakeholders interviewed during the mission indicated the importance of the Project and explained the need to get more support from UNDP and maybe GEF to continue the work that has started. It is to the TE consultant's opinion, the Project has managed to raise the awareness of key sectors like decision-makers, students, SMEs, and media on the necessity to use data for decision-making processes. It further managed to enhance national capacities, human and institutional, to improve access to data by establishing a DDDP that integrates all information related to SGDs, SFDRR, and the Rio Conventions.

The Project is also highly relevant to the GEF 5 Focal Area Portfolio Objective on CCCD. Although the Project was developed in 2012-2013, its development objectives are also highly relevant to GEF 6 and 7.

The project has been highly relevant to UNDP activities in Sri Lanka. It represents a contribution to the fulfillment of Sri Lanka's current UNDAF, mainly outcome 1: *By 2022, people in Sri Lanka benefit from improved data and knowledge management to address inequities and ensure inclusive and responsive decision making*, and outcome 4: *By 2022, people in Sri Lanka, in particular, the vulnerable and marginalized are more resilient to climate change and natural disasters and benefit from increasingly sustainable management of natural resources, better environmental governance, and blue/green development*.

The Project is very relevant to UNDP Country Programme 2018-2022. It contributes to a UNCT-wide initiative - [SDGs Sri Lanka](#) - that focuses on strengthening national capacities for disaggregated data collection, analysis on national SDG priorities through the establishment of national SDG baselines, and the establishment of platforms for data sharing across government and with the public. UNDP supports the design and implementation of a data and data management gap assessment with relevant government institutions to strengthen national capacities for monitoring and evaluation, establish protocols for data sharing amongst government entities, and strengthen multi-stakeholder platforms which contribute to trust-building.²³ A UNDP initiative focuses on establishing an [SDGs Tracker](#) in order to provide an update on the status of SDGs, the associated targets and indicators at Sri Lanka level. Currently, UNDP is focusing on providing data on Goals 7, 13 and 15.

Based on the abovementioned the Relevance is rated as Relevant (R).

Relevant (R)	Not Relevant (NR)
R	

3.4.3 Effectiveness and efficiency (*)

Effectiveness

The Project has been impacted by major and continuous changes at government senior management level. It affected the speed of implementation and slightly affected the focus of the project. Yet, the Project has been able to complete several keys expected results, and in the process to finalize and achieve the rest before the end of the Project. The Project objective and main outputs have been achieved; most of the established targets have been met. However, almost all targets were not achieved within the proposed implementation period due to the huge delay in the Project's commencement.

The finalization of the transfer of the DDDP to be hosted at the MDM, providing the needed training to ministry's staff and signed the MOU between the Private Company responsible for the maintenance and follow up on the Portal and UNDP are all crucial and critical to the long-

²³ UNDP Country Programme 2018-2022

term sustainability of the Project's results, however there are major concerns that these will not be achieved within the remaining time.

Considering the above-mentioned facts, Effectiveness was rated **Satisfactory**.

Efficiency

Project efficiency is considered **Highly Satisfactory (HS)** for the following reasons:

- Considering the critical challenges, the project has faced at the early stages of initiation, the adaptability and flexibility of the project EA, UNDP, and PMU have been decent enough to alter the project's status in order to achieve the project's objectives. Major project results have been achieved in 2 years²⁴, furthermore, the quality of several project's results was examined and approved by the TWGs and the PBs.
- The capacity of the project to ensure that co-financing pledged to the project during the project's formulation phase materializes during the project's implementation phase is rated as Satisfactory (S).
- The cost-effectiveness of the project is deemed Highly Satisfactory (HS) with the inclusion of UNV officers in project implementation which enhanced project's efficiency and facilitated its work at minimal cost. It helped the PMU to establish crucial cooperation with different projects and their stakeholders like FAO, the World Bank, and the EU. Furthermore, the selection of qualified national consultants and firms helped the PMU to achieve many results with limited allocations as only one international consultant was involved.
- The M&E of the project was undertaken according to UNDP and GEF procedures and it is rated as Satisfactory (S) while reporting following UNDP/GEF guidelines as undertaken and supported by the project was deemed Moderately Satisfactory (MS).
- Identification and management of risks and logs are rated as Moderately satisfactory (MS) as throughout project implementation the most critical risks were not always identified nor were appropriate risk ratings and management responses identified and formulated.
- The capacity of the project to build needed partnerships to tap on additional resources during the project's implementation phase is rated as Highly Satisfactory (HS).
- The project involvement of men and women equally into project activities. Gender mainstreaming is therefore rated as highly satisfactory (HS).

Based on the above mentioned the Effectiveness & Efficiency is rated:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
	S				

3.4.4 Country Ownership

As stated in the Project Document "Sri Lanka is fully committed to meeting its obligations under the Rio Conventions. It is eligible to receive technical assistance from UNDP and thus is eligible for support under the Global Environment Facility. Sri Lanka ratified the key UN Conventions on Biological Diversity (CBD) on 23 March 1993, Climate Change (UNFCCC) on 21 March 1994, and the UN Convention to Combat Desertification (CCD) on 9 December 1998."²⁵ The country also ratified other important protocols under the Rio Conventions in later years, namely: The Cartagena Protocol, The Nagoya-Kuala Lumpur Supplementary Protocol, and The Kyoto Protocol. Further, Sri Lanka is a GEF eligible country. It obtained a UNDP-GEF grant to conduct its National Capacity Self-Assessment (NCSA), which started in 2005 and was concluded in 2006.

The country ownership was evident during the Project formulation stage; however, it was further reiterated during project implementation and that is evident in the strong interest and participation of senior government officials in PBs. Concerned technical officers attended all Project's events and benefited from the capacity development and public awareness

²⁴ As actual implementation started after the signature of the ProDoc in October 2016.

²⁵ UNDP GEF Project Document. Section B. Sub-section B.1. page 8.

components. Furthermore, the GovSL had appointed the Additional Secretary of the MDM as the NPD while the PB was chaired by the Secretary of the MDM. All Projects deliverables were shared with the TWG and got approved by authorized stakeholders presented in the PB.

The project is considered very strategic as its implementation coincided with the issuance of the *Right to Information Act*. As a result of the Act, there has been a great national momentum to generate needed data, make the datasets available for decision-making processes, and use them to comply with global commitment in relation to Rio Conventions, SFDRR, and SDGs. The Project is already linked to two national initiatives on data management: The National Spatial Data Infrastructure and the SDG trackers.

3.4.5 Mainstreaming

It was evident to the TE consultant that the Project addresses UNDP priorities of developing the Government's capacity to comply with the Rio Conventions implementation, national obligations, and global commitments. The Project was able to positively mainstream several UNDP priorities. Specifically:

- ✓ The DDDP is a unique and user-friendly tool linked to a mobile application that would help stakeholders in collecting data and sharing the MDM. These tools have been developed and endorsed and would help in enhancing data sharing necessary for Rio Conventions implementation.
- ✓ The Project managed to develop the capacity of a high number of government officials, technical staff, and stakeholders in relation to data collection and management. This is one of the key priorities for UNDP in Sri Lanka.
- ✓ The Project objective is in line with the new UNDP Country Programme 2018-2022 as access to data is considered one of the focus areas for UNDP CO in Sri Lanka. The CO in its new restructuring exercise established a new position called: *Supporting data and evidence-based for SD portfolio*.
- ✓ The project design has not included a gender analysis and does not specifically focus on gender-related impacts. But the project has identified collecting gender disaggregated data to improve the data policy.
- ✓ International and national consultants included both women and men (around 40% of the consultants were women), while around 60% of the project team position were women (Project Associate, 2 UNVs officers).
- ✓ The Project targeted both women and men in its capacity building and public awareness components. Based on data provided by the PM team, it was noticed that the project was almost successful in the inclusion of around 35% women in its training and capacity building initiatives. Lists of all project's activities indicating the total number of women and men are included in **Annex 8**.
- ✓ The Project included the work of UNDP Governance portfolio and a proposal on gender-disaggregated data was developed and shared with the Government.
- ✓ The project actively promotes disaggregated data by gender, community etc., going beyond obvious technical data collection, which is the specific focus of this project. This will eventually lead to strengthening inclusiveness in decision making in the disaster and environment management

3.4.6 Sustainability (*)

The Project's main approach to sustainability is to "build upon government's commitment to effective governance for development at national and local levels." As the GovSL is investing in data management through the establishment of a *Spatial Data Management Infrastructure* through ICTA. The project invested in bridging the identified capacity gaps and information needs around this new data management system. The project demonstrated that improved data management can support effective decision-making and the realization of sustainable development goals. The Project engaged the MDM, MOE, Department of National Planning, the and the MDI to ensure that the Project's results are sustainable.

The Project's approach of adapting learning-by-doing exercise at provincial and district levels helped planners to think out of the box, look practically at what-if scenarios and increase their understanding on how to use generated environmental data to strengthen development objectives at the local level.

The draft project's exit strategy relies on the continuation of commitments and activities building on the GovSL support without the need for external financing. However, the Project's exit strategy is still a draft. It needs to include a concrete set of activities that are defined to ensure the sustainability of the Project's results after the project life and to be discussed officially with the MDM and be included as an annex to an officially signed MOU.

Sustainability is defined as the likelihood of continued benefits after the project ends. Consequently, the assessment of sustainability considers the risks that are likely to affect the continuation of project outcomes. Below is the detailed assessment of the four main risks categories based on the UNDP/GEF TE guidelines:

Financial risks

The Project has made a robust arrangement to ensure that the sustainability of key project outcomes mainly the DDDP. The UNDP is finalizing an MOU with the private company responsible for the development, deployment, and transfer of the Portal from its current host to the MDM servers. Under the MOU, the company is required to provide 2 years continuous follow up and maintenance to ensure that the Portal is well maintained, providing technical training to the MDM staff and key stakeholders to enable them collecting, reviewing, and updating new data as of 1 January 2019, and finally, cover the host of the Portal for the next 4 years. However, MDM might still need to cover the cost of some activities associated with the operationalization of the DDDP. Hence, MDM may enter into an agreement with UNDP to ensure that the allocation needed are available.

Based on the above discussion, the financial risks are limited, and the sustainability is rated as:

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MS)	Unlikely (U)
	ML		

Socio-economic risks

This Project has no significant socio-economic risks.

Based on the above-mentioned Socio-economic Risk, risks are negligible and thus the sustainability is rated as

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MS)	Unlikely (U)
L			

Institutional framework and governance risks

The Project's deliverables need to link to the MDM structure and be anchored for institutional sustainability. The MDM is interested to continue the work of the project and the Project's outcomes have already established the needed institutional capacities and infrastructure that would ensure the project's outcomes on sustainability, the need to link these outcomes to the MDM work is still missing. Furthermore, at the time of writing the TE report, there was a socio-political instability and unclarity on the 2019 budget. Based on the events throughout the project's commencement and implementation phases the social-political risks had jeopardized the project's implementation, particularly when Government changes take place. Socio-political risks would lower stakeholder ownership (including ownership by governments and other key stakeholders) and impact project outcomes/benefits to be sustained.

The Institutional framework and governance risks are low, and the sustainability is:

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MS)	Unlikely (U)
	ML		

Environmental risks to sustainability

No activities implemented by the Project posed any environmental threats to the sustainability of the project's outcomes. The Project is supposed to support the national efforts in preserving the environment.

The Environmental risks are negligible, and the sustainability is:

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MS)	Unlikely (U)
L			

Overall rating: All the associated risks are negligible and thus, the overall rating for Sustainability is:

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MS)	Unlikely (U)
	ML		

3.4.7 Impact

The Project has achieved a major milestone in relation to the establishment of the National Data-driven Portal in Sri Lanka and building national capacities to advance the work on the Rio Conventions, SFDRR, and the SDG at the national level.

The project implementation strategy deeply emphasized upgrading the skills of the government staff and individuals through capacity building and training exercises. This was deemed crucial not only to one's ability to implement the Rio Conventions but also for long-term sustainability of action and ability to address many issues. The concerned government staff has experienced the value of partnerships and stakeholder involvement; they have been exposed to a wider array of environmental information; they have been trained to access this information and use it to develop further informational material that would help them in better reporting their work at the global level. Additionally, they have learned how to engage the media in carrying the correct environmental public awareness campaign.

Most importantly, the results of the Project form a basis for the NSDI, the SDGs tracker, the next national reports under the Rio conventions, and the SFDRR.

4. Conclusions, Recommendations & Lessons

4.1 Conclusions

The Project managed to deliver a considerable result by establishing a national data collection and management system in Sri Lanka. The Project facilitated the implementation of a very successful public awareness campaigns at districts level that reached more than 5450 individuals, and several capacity development sessions aimed at improving access to environmental information related to the Rio Conventions, SFDRR, and SDGs in Sri Lanka.

The Project is considered successful as it was able to improve the implementation of the Rio Conventions in Sri Lanka through the development of individual and institutional capacities to better collect and share information related to the implementation of the Rio Conventions.

The Project also managed to deliver most of its planned results, however, with a substantial delay from the originally planned timeframe. Nevertheless, if the one-year delay encountered at the project's commencement phase is not considered (which was beyond the Project's team capacity), the Project managed to implement all activities within 3 years and 3 months (39 months).

Based on the review and assessment of the national context, the political situation during the Project's inception phase, and taking into consideration of the complex nature of the Project, the project overall rating is **Satisfactory**.

Although the Project is very much acknowledged by the GovSL, and very relevant to UNDP and the Government's national plans, without a confirmed financial commitment and institutional arrangement to host the DDDP, prospects for sustainability are ambiguous, and overall sustainability is considered **moderately likely**.

4.2 Corrective actions for the design, implementation, monitoring, and evaluation of the project

For the Design

Corrective Action 1: discuss the LFA thoroughly with national stakeholders mainly the proposed targets and indicators and ensure that targets and indicators are defined at the outcome level.

For the Implementation

Corrective Action 2: utilize the IW to ensure that the Project design is still responding to the national context and needs by reviewing and updating the project's outputs, indicators, targets, and management arrangement. A clear set of adaptive management measures to effectively avoid any issues during the implementation is crucial. An exit strategy that is discussed and agreed upon is also very important to be developed during the project's implementation.

For the Monitoring and Evaluation

Correction Action 3: The Project lacks essential monitoring and evaluation tools such as quarterly progress reports, annual reports, and the terminal review reports. These reports should be prepared on time as they are very crucial, mainly the terminal review report, as it provides a comprehensive analysis of results achieved and define risks, issues, lessons learned and explain the Project's overall exit strategy.

4.3 Actions to follow up or reinforce the initial benefits of the project

The TE recognizes the project's successes, particularly in the achieving and preparing key deliverables and documentation, despite the delay encountered during its inception phase. Hence, the TE consultant would like to make the following recommendation to ensure that a clear set of actions to follow up or reinforce the initial benefits of the Project are identified:

Recommendation 1: The project adopts a comprehensive exit strategy to ensure Project's results sustainability (UNDP/MDM).

Recommendation 2: The Project's DDDP and the associated training to be officially launched at a national workshop. An urgent and clear plan of action needs to be developed to ensure the utilization of these products after 2018 to ensure Project's outcomes sustainability (UNDP, MDM, MOE).

Recommendation 3: Institutionalize linkages with other ongoing activities to ensure the delivery of the remaining results like NSDI and SDGs Trackers (UNDP through the Projects' Board).

Recommendation 4: Ensure the delivery of the remaining training programmes concerning the hosting, updating, and maintaining the Data Portal (UNDP, MDM).

Recommendation 5: The Project has managed to produce a set of valued public awareness products. It is recommended to develop a dissemination plan for those public awareness and outreach tools as part of the CBD, CCC, CCD, DRM future work, to ensure that future initiatives would build on the Project activities and results and will incorporate the project's products in its work. (UNDP, MOE, MDM).

Recommendation 6: The work has just begun through this Project. UNDP and GovSL through other initiatives and projects should continue working on the upgrading of the national capacity, the infrastructure, and project's deliverables produced to ensure that the Country will achieve the Project's Objective (MOE, UNDP, MDM).

Recommendation 7: Capture lessons learned from this Project and share at the national/ regional/ and global level (UNDP CO).

There is still the potential to achieve more, but it will require investing in a second phase or a continuation phase of the Project to ensure the proper transition of the DDDP to MDM. Thus, Project's stakeholders (during the terminal project review meeting) should develop and endorse a clear work-plan to ensure the achievement of the remaining deliverables with the support of the stakeholders

4.4 Proposals for future directions underlining main objectives

Linking the Data Portal to the NSDI, the SDGs tracker, and the National Herbarium databases are crucial to ensure that Sri Lanka has improved access to environmental information related to the Rio Conventions, SFDRR, and SDGs. The achieved milestones are very important; however, these can't be sustained without institutionalizing them within the existing Government structures. The enhanced, harmonized, user-friendly, and well-coordinated Data Portal would improve the implementation of the Rio Conventions, SDGs, and SFDRR in Sri Lanka.

4.5 Best and worst practices in addressing issues relating to relevance, performance, and success

The project demonstrated several good practices which resulted in the implementation of the project that may be adopted for the formulation of other projects. Some of the best practices are:

- The TE consultant recognizes the dedicated commitment and efforts of the MDM, UNDP and PMU teams in their achievements so far.
- The TE recognizes the interest of the Government's Stakeholders which have supported the successes of the project and have the potential to ensure the outcomes are sustainable.
- Institutional arrangements and relationships between the stakeholders and the Project need to be institutionalized to ensure sustainability.

5. Annexes

Annex 1. ToR

UNDP-GEF Terminal Evaluation

“Ensuring Global Environmental concerns and best practices mainstreamed in the sustainable development process of Sri Lanka through improved information Management”

Location	:	Sri Lanka
Category	:	Environment Data and Information Management
Type of Contract	:	Individual Contract
Assignment Type	:	international and /National Consultant
Reports to	:	Technical Advisor, DRR portfolio, UNDP Sri Lanka
Languages Required	:	English
Starting Date	:	1 st September 2018
Duty Station:	Home based with travel to Colombo and field sites	
Application Deadline:	:	20 th July 2017
Duration of Assignment:	:	23 working days from 1 st September 2018 to 3 rd November 2018 (10 days in Sri Lanka)

A. BACKGROUND

The United Nations Development Programme, acting as an implementing agency of the Global Environment Facility, is helping the Ministry of Mahaweli Development and Environment under the Government of Sri Lanka in the preparation of the GEF Medium Size Project “Ensuring global environmental concerns and best practices mainstreamed in the post-conflict rapid development process of Sri Lanka through improved information management.”

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of the Project “Ensuring Global Environmental concerns and best practices mainstreamed in the sustainable development process of Sri Lanka through improved information Management ” project (PIMS 4940).

The essentials of the project to be evaluated are as follows:

Project summary table:

Project Title:	Ensuring global environmental concerns and best practices mainstreamed in the post-conflict rapid development process of Sri Lanka through improved information management.			
GEF Project ID:	5031		<u>at endorsement</u> <u>(Million US\$)</u>	<u>at completion</u> <u>(Million US\$)</u>
UNDP Project ID:	00090016	GEF financing:	0.8	0.8
Country:	Sri Lanka	IA/EA own:	0.1615	0.1615
Region:	South Asia	Government:	1.23	1.23
Focal Area:	Multi-Focal Areas	Other:		
FA Objectives, (OP/SP):	Mechanisms for the sustainable management of natural resources are created CD2 To generate, access and use information and knowledge CD3 To strengthen capacities to develop	Total co-financing:	1.3915	1.3915

	policy and legislative frameworks			
Executing Agency:	Ministry of Disaster Management	Total Project Cost:	2.1915	2.1915
Other Partners involved:	Ministry of Mahaweli Development and Environment	ProDoc Signature (date project began):		26.10.2015
		(Operational) Closing Date:	Proposed: 4 November 2018	Actual:

B. SCOPE AND OBJECTIVES

The goal of the project was to strengthen information management and other support systems that contribute to policy development and improved implementation and reporting to the three Rio Conventions. The project's strategy emphasizes a long-term approach to institutionalizing capacities to meet multilateral environmental agreement (MEA) obligations through a set of learn-by-doing activities that lay the foundation for effective decision-making and policy-making regarding global environmental benefits. Specifically, the project will be implemented through two components, namely, the strengthening of environmental data and information systems including global reporting, and; mainstreaming environment and climate change concerns/issues into awareness, planning, decision-making, and socio-economic development.

This project conforms to the GEF-5 Cross-Cutting Capacity Development Strategy, Programme Framework 2, which calls for the strengthening of capacities to generate, access and use information and knowledge. The project supposed to provide ancillary benefits that are aligned with Programme framework 3 that calls for the strengthening of capacities to develop policy and legislative frameworks. The project was designed to respond to the national need for effective environmental information management and evidence-based development planning while conforming to GEF-5 CCCD Strategy. Data management would also support monitoring and evaluating environmental trends at the national and local level, enable local and regional sustainable development target setting, and support improved reporting to the Rio Conventions in national communications and action plans.

The Terminal Evaluation will be conducted according to the guidance, rules, and procedures established by UNDP and GEF as reflected in the ([UNDP Evaluation Guidance for GEF Financed Projects](#))

The objectives of the evaluation are to assess the achievement of project results and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

C. EVALUATION APPROACH AND METHOD

An overall approach and method for conducting project terminal evaluations of UNDP supported GEF financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of relevance, effectiveness, efficiency, sustainability, and impact, as defined and explained below, as defined and explained in the [UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects](#).

A set of questions covering each of these criteria have been drafted and are included in [Annex C](#). The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular, the GEF operational focal point, National Implementing Partner of the Project, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders.

Ground level project activities are implemented in Badulla and Gampaha.

Some of the **National Level** Agencies involved with the project.

No	Name of the Agency	Type of project involvement
1	Ministry of Disaster Management	Implementing Partner
2	Ministry of Mahaweli Development and environment (Relevant divisions: Bio Diversity Secretariat, Climate Change Secretariat, Land Resources Division)	A key partner in the implementation
3	Disaster Management Center	Data Provider/ participating in project activities
4	National Building Research Organization	Data Provider/ participating in project activities
5	Natural Resource Management Center	Data Provider/ participating in project activities
6	National Disaster Relief Service Center	Data Provider/ participating in project activities
7	Ministry of Agriculture	Data Provider/ participating in project activities
8	Plant Genetic Resource Center	Data Provider/ participating in project activities
9	Survey Department	Data Provider/ participating in project activities

District level stakeholders as at 09th May 2018 In Badulla District

1. Badulla District Secretariat (District Secretary, Ass.District Secretary, Director Planning etc.)
2. At least 02 divisional Secretaries of Badulla district
3. Disaster Management Centre (DMC)
4. National Disaster Relief Services Centre (NDRSC)
5. Land Use Planning Division (LUPD)

Type of project involvement of the agencies at district level: Participating in workshops, providing details of types of data handling, providing inputs for the district-level environment and disaster database for interagency data sharing, promoting of the environment and disaster data usage by the staff and the general public.

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, midterm review, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in Annex B of this Terms of Reference.

D. EVALUATION CRITERIA AND RATINGS

An assessment of project performance will be carried out, based on expectations set out in the Project Logical Framework/Results Framework. (see [Annex A](#) for the modified log frame), which provides performance and impact indicators for project implementation along with their corresponding means of verification.

The evaluation will at a minimum cover the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in [Annex D](#).

Evaluation Ratings:

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

Project finance and co-finance:

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing as given in the full ToR, which will be included in the terminal evaluation report. However below is a reference table from the project document regarding the Co-financing Sources (table 10 Co-financing Sources Page:51)

Name of Co-financier	Classification	Type	Amount	
			Confirmed (US\$)	Unconfirmed (US\$)
Ministry of Environment	Government	In-Kind	230,000	0
Information and Communication Technology Agency	Government	Grant	1,000,000	0
UNDP	GEF Implementing Agency	Grant	161,500	0
Total Co-financing			1,391,500	0

Mainstreaming:

UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, access to justice, improved governance, the prevention and recovery from natural disasters, climate change adaptation, and gender.

Impact:

The evaluator will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.²⁶

Conclusions, recommendations & lessons:

The evaluation report must include a chapter providing a set of **conclusions, recommendations, and lessons.**

E. COMPETENCIES

Technical work:

Expertise in Climate Change Adaptation and/or Biodiversity and/or Land degradation and/or Disaster Management with special reference to Data and Information Management. Evaluation experience related to the national level multi-disciplinary projects.

Partnerships:

- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Maturity and confidence in dealing with senior members of national institutions.
- Excellent written communication skills, with analytical capacity and ability to synthesize relevant collected data and findings for the preparation of quality analysis for the project evaluation.

Consultant Independence:

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

Professional Experiences:

More than 10 years of experience in project evaluation in the fields of multi-focal capacity development or any other closely related fields:

- Professional experience in Information Technology will be considered as an added advantage
- Excellent understanding of the local context, and in particular the data sharing context
- Proven experience with quantitative and qualitative data collection and analysis; evaluation methodologies, tools, and sampling.
- Experiences in using results-based management principles, the theory of change /logical framework analysis for programming;
- Proven ability to produce analytical reports and high-quality academic publications in English
- Ability to bring gender dimensions into the evaluation, including data collection, analysis, and writing
- Strong interpersonal skills and ability to work with people from different backgrounds to deliver quality products within a short timeframe
- Be flexible and responsive to changes and demands
- Be client-oriented and open to feedback
- Substantive Knowledge of UNDP and GEF

Language:

Fluency in reading, writing and speaking in English and excellent communication skills

F. QUALIFICATIONS

The evaluator must present the following qualifications:

Education:

A Master's degree in Environment/ Disaster Management, water, agriculture, social science, economics, or another closely related field.

G. IMPLEMENTATION ARRANGEMENTS

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

The commissioning unit will contract the consultants and ensure the timely provision of per diems and travel arrangements within the country for the TE consultant/team. The Project Team will be responsible for liaising with the TE consultant/ team to provide all relevant documents, set up stakeholder interviews, and arrange field visits, coordinate with the Government etc.

H. EVALUATION TIMEFRAME

Expected Duration of Assignment: 23 working days from 1st September 2018 to 3rd November 2018 (10 days in Sri Lanka)

Activity	Timing	Completion Date
Preparation	4 days	7 th September 2018
Evaluation Mission	10 days	15 th October 2018
Draft Evaluation Report	7 days	24 th of October 2018
Final Report	2 days	3 rd November 2018

I. EVALUATION DELIVERABLES

The evaluation team is expected to deliver the following:

Deliverable	Content	Timing	Responsibilities
Inception Report	Evaluator provides clarifications on timing and method	No later than 2 weeks before the evaluation mission – 5 Oct 2018	Evaluator submits to UNDP CO
Presentation	Initial Findings	End of evaluation mission – 17 th October 2018	To project management, UNDP CO
Draft Final Report	The full report, (per annexed template in Annex F) with annexes	Within 7 days of the evaluation mission – 24 th October 2018	Sent to CO, reviewed by RTA, PCU, GEF OFPs on or before 31 st October 2018
Final Report*	Revised report	Within 2 days of receiving UNDP comments on draft – 3 rd November 2018	Sent to CO for uploading to UNDP ERC.

*When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report.

J. TERMINAL EVALUATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP CO in Sri Lanka. Integrated Knowledge and advisory team of the UNDP CO will contract the evaluators and all expenses of the consultant regarding the assignment have to be included in the detailed financial proposal according to the (annex). The Project Team will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

K. TEAM COMPOSITION

It is expected to hire an international/Local evaluator for this evaluation. The consultant shall have prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. The evaluator selected should not have participated in the project preparation and/or implementation and should not have a conflict of interest with project related activities.

L. DUTY STATION

Home based with travel to Colombo and field sites.

M. EVALUATOR ETHICS

Evaluation consultant will be held to the highest ethical standards and are required to sign a Code of Conduct ([Annex E](#)) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the [UNEG 'Ethical Guidelines for Evaluations'](#)

N. PAYMENT MODALITIES AND SPECIFICATIONS

- 10% at the submission of the terminal evaluation inception report
- 40% Following the submission and approval of the 1st draft terminal evaluation report
- 50 % Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report

O. APPLICATION PROCESS

The scope of Price Proposal and Schedule of Payments
Financial Proposal:

- Financial proposals must be “all inclusive” and expressed in a lump-sum for the total duration of the contract. The term “all-inclusive” implies all cost (professional fees, travel costs, living allowances etc.);

Recommended Presentation of Offer

- a) Completed **Letter of Confirmation of Interest and Availability** using the [template](#) provided by UNDP;
- b) **A personal CV or a [P11 Personal History form](#), indicating** all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- c) **A brief description of the approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- d) **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per the [template](#) provided. If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP. See Letter of Confirmation of Interest template for financial proposal template.

Note:

Payments will be based on invoices on the achievement of agreed milestones i.e. upon delivery of the services specified in the TOR and certification of acceptance by the UNDP. The applicant must factor in all possible costs in his/her “All Inclusive Lump Sum Fee/Daily Fee” financial proposal including his/her consultancy and professional fee, honorarium, communication cost such as telephone/internet usage, printing cost, return travel from home to office, ad-hoc costs, stationery costs, and any other foreseeable costs in this exercise. No costs other than what has been indicated in the financial proposal will be paid or reimbursed to the consultant. The UNDP will only pay for any unplanned travel outside of this TOR and Duty Station on an actual basis and on submission of original bills/invoices and on prior agreement with UNDP officials. Daily per diems and costs for accommodation/meals/incidental expenses for such travel shall not exceed established local UNDP DSA rates.

For an Individual Contractor who is of 62 years of age or older, and on an assignment requiring travel, be it for the purpose of arriving at the duty station or as an integral duty required under the TOR, a full medical examination and statement of fitness to work must be provided. Such medical examination costs must be factored into the financial proposal above. A medical examination is not a requirement for individuals on RLA contracts.

- Applicants are requested to apply online (<http://jobs.undp.org>)

Note:

- Please group all your documents into one (1) single PDF document as the system only allows uploading maximum one document.
- Qualified women and members of minorities are encouraged to apply.
- Incomplete applications will not be considered. Please make sure you have provided all requested materials.

Criteria for Selection of the Best Offer:

The award of the contract will be made to the Individual Consultant who has obtained the highest Combined Score and has accepted UNDP's General Terms and Conditions. Only those applications which are responsive and compliant will be evaluated. The offers will be evaluated using the "Combined Scoring method" where:

- a) The educational background and experience on similar assignments will be weighted a max. of 70%
- b) The price proposal will weigh as 30% of the total scoring.

Prepared by Kalana Cooray –

Technical Coordinator

Approved by Sureka Perera –

Program Quality and Design Analyst

Annex 2. List of documents reviewed

The TE consultant reviewed the following documents pertaining to the Project:

Document Title	
1.	UNDP GEF Project Document
2.	GEF CEO Endorsement Request
3.	Inception Report
4.	The Project's Identification Form
5.	List of participants – training and capacity development
6.	Capacity Building Score Card - at CEO endorsement
7.	Project Quality Assurance Report, 2016, 2017, and 2018
8.	Project Inception Workshop Report
9.	Annual Project Progress 2017
10.	Government Quarterly progress reports: 4 for 2017 and 3 for 2018
11.	Training sessions reports – photos and videos
12.	Project's media campaign
13.	Minutes of the Project Board Meetings
14.	Project Log-frame
15.	List of public awareness events
16.	UNDP Risks and issues log
17.	In-kind assistance table
18.	Technical reports produced by the international and national consultants (since the start of the project until its completion)
19.	Request Letter from Implementing Partner requesting no cost extension
20.	Approval from the UNDP GEF on the project no-cost extension
21.	Data Generation Process Mapping: Assessment of Institutional Capacity
22.	Data Generation Process Mapping: Assessment of Institutional Capacity Segmented Campaigns Feb- Oct 2018.
23.	Data Generation Process Mapping: Assessment of Institutional Capacity Segmented Campaigns Feb- Feb 2018.
24.	Data Generation Process Mapping: Assessment of Institutional Capacity Agency wise action plan
25.	Floods and Landslides: Sri Lanka Rapid Post Disaster Needs Assessment May 2017
26.	Sri Lanka Post-Disaster Needs Assessment: November 2016

27.	Development of curricula and training modules to build the capacity of development agencies to utilize environmental and disaster data for evidence-based decision making.
28.	Developing ten case studies to evaluate the development decision made with a lack of consideration for environmental and disaster data.
29.	Data management system developed at the sub-national level with special reference to environmental and disaster data Conducting awareness workshops in Badulla district to promote the use of the proposed web-based database

Annex 3: Itinerary

International Expert Dr. Amal Aldababseh

Terminal Evaluation of the project “Ensuring global environmental concerns and best practices mainstreamed in the post-conflict rapid development process of Sri Lanka through improved information management”

Mission period: 3-12 December 2018
Colombo and Kandy, Sri Lanka

Day	Time	Interviewee (Names and Title)	Venue
Monday (3rd Dec)	9:00 – 11:00	Introductory meeting with the Project team: - Ms. Sureka Perera: Programme Quality and Design Analysis. - Mr. U.W.L. Chandradasa: - Dr. Amal Aldababseh Overview and Background of the Project. - Dr. Vishaka Hidellage	UNDP – Conference Room – New Building, 2 nd Floor
	11:30 – 12:30	Meeting with the National Disaster Relief Committee - Mr. Chaminda Pathiraja: Head (NDRC)	Ministry of Disaster Management
	12:30- 13:00	Link of Third National Communication - Mr. Sumudu Silva	
	15:00- 16:30	Discussion on Project progress - Mr. U.W.L. Chandradasa: Consultant to the Ministry of Disaster Management	PMU – 2 nd Ministry of Disaster Management
Tuesday (4th Dec)	10:45 – 11:15	Biodiversity Data Project - A national consultant	
	11:30 – 12:15	Project work in relation to UNCCD - Dr. Wickramasinghe: National Consultant former head of Land Resource Division	Ministry of Disaster Management
	15:00	Travel to Kandy	
Wednesday (5th Dec)	9:00 – 11:00	Visit the Herbarium / The Department of Botanical Garden. Meet with the Herbarium chief Scientist and the piloting team members. - Dr. Subhani Ranasinghe - Technical officers (2)	
	1:00 – 2:30	Meeting with NRMCM and FAO - Bandara Rotawewa: Programme Officer, GCP/SRL/063/GEF	Natural Resource Management Centre (NRMCM)
	14:00	Travel to Colombo	
Thursday (6th Dec)	10:00 – 11:00	Meetings with key officials from DCS and DATA - Ms. Shyamali Karunaratne; Director of Statistics: National Accounts Division.	Department of Census and Statistics

		<ul style="list-style-type: none"> - Ms. Anajo Seneviratne, Director of Statistic: Population Census, Demography, and Cartography. - Ms. Udaya Maheohwaran; Director. Industrial, trade and Services Division. - A statistician. 	
	11:30 – 12:00	Meeting with Census Department team: <ul style="list-style-type: none"> - Mr. Ranjith Weerasekar: Statistical officer 	Ministry of Disaster Management
	14:30 – 15:45	A brief on Project Public Awareness Campaign concerning the: Right for Information Act & Activities <ul style="list-style-type: none"> - Mr. Nalaka Gunawardana: National Media Reporter. Science writer and Digital Media Analyst. 	Office
7th Dec Friday	9:00-10:00	Meet with: Sri Lanka College of Journalism <ul style="list-style-type: none"> - Mr. Shan Wijethunga: Head of College 	Sri Lanka College of Journalism
	10:30-11:30	Meeting with the Company responsible for the development and deployment of the data-driven decision portal	UNDP
	12:00-14:00	data-driven decision portal Demonstration with the team: <ul style="list-style-type: none"> - The Private Company responsible for the development and deployment of the data-driven decision portal. - Ms. Sureka Perera: Programme Quality and Design Analyst. - Mr. U.W.L. Chandradasa: Consultant to the Ministry of Disaster Management. - Ms. Tharuka Dissanaik: UNDP Policy and Design Specialist /Environment - Mr. Sumudu Silva: TNC Consultant. - Dr. Vishaka Hidellage: Policy Consultant. 	UNDP
	14:00-15:00	Follow up on Project Progress: <ul style="list-style-type: none"> - Dr. Vishaka Hidellage: Policy Consultant. 	UNDP
	15:00-15:40	Meeting with <ul style="list-style-type: none"> - Mr. Buddhika Hapuarachchi: Programme Quality and Design Analyst/Governance. 	UNDP
	8th – 9th Dec Weekend		
Monday (10th Dec)	10:00-10:35	Meeting with the Biodiversity Finance Initial (BIOFIN) <ul style="list-style-type: none"> - Mr. Ramitha Wijethunga: National Project Coordinator 	UNDP Premises

	11:00 – 11:30	Meeting with UNCCD Focal Point/ Land Resource Division: - <i>Mr. Ajith Silva</i> ; Government UNCCD Focal Point.	Ministry of Environment and Mahaweli Development
	12:25 – 12:40	Linking SGDs to DATA Project - <i>Ms. Tharuka Dissanaïke</i> : UNDP Policy and Design Specialist /Environment	UNDP Conference Room
	13:00 – 13:40	Project Progress in brief - <i>Mr. Kalana Cooray</i> : Project Technical Coordinator.	IUCN
	13:50 – 14:50	Meeting with the Planning Division - <i>Mr. M.D Nandana Cooray</i> : Assistant Director/ Planning	Ministry of Disaster Management.
	15:00- 16:00	Meeting with the SDG Tracker/ Citra Lab: - <i>Mr. Gemunu Premarathna</i> : Project Officer.	UNDP Small Meeting Room
Tuesday (11th Dec)	10:00 – 10:30	Meeting with UNDP Sri Lanka Senior management: - <i>Mr. Jorn Sorensen</i> : Resident Representative, a.i. - <i>Ms. Sureka Perera</i> : Programme Quality and Design Analyst. - <i>Ms. Tharuka Dissanaïke</i> : UNDP Policy and Design Specialist /Environment. - <i>Ms. Harini Nishshanka</i> : UNV Project Technical Assistant.	UNDP – Mr. Jorn’s Office
	11:00 – 12:30	Presentation of the Preliminary Findings of the TE: - <i>Dr. Amal Aldababseh</i>	Conference Room - Ministry of Irrigation and Water Resources & Disaster Management

Annex 4. List of persons interviewed

	Name	Title
1.	Mr. Jorn Sorensen	Resident Representative, a.i.
2.	Ms. Sureka Perera:	Programme Quality and Design Analyst.
3.	Ms. Tharuka Dissanaikie	UNDP Policy and Design Specialist /Environment
4.	Mr. Gemunu Premarathna	Project Officer/ SDG Tracker
5.	Mr. M.D Nandana Cooray	Assistant Director/ Planning
6.	Ms. Harini Nishshanka	UNV Project Technical Assistant.
7.	Mr. Kalana Cooray	Project Technical Coordinator.
8.	Mr. Ramitha Wijethunga	National Project Coordinator/ BIOFIN
9.	Mr. Ajith Silva	Government UNCCD Focal Point.
10.	Mr. Buddhika Hapuarachchi	Programme Quality and Design Analyst/Governance- UNDP
11.	Dr. Vishaka Hidellage	Policy Consultant- UNDP
12.	Mr. Shan Wijethunga	Head of College. Sri Lanka College of Journalism
13.	Bandara Rotawewa	Programme Officer, GCP/SRL/063/GEF- FAO
14.	Mr. Chaminda Pathiraja	Head: National Disaster Relief Committee- MDM
15.	Dr. Wickramasinghe	National Consultant former hear of Land Resource Division
16.	Dr. Subhani Ranasinghe Technical officers (2)	The National Herbarium
17.	Ms. Shyamalic Karunaratne	Director of Statistics: National Accounts Division
18.	Ms. Anajo Seneviratne	Director of Statistic: Population Census, Demography, and Cartography
19.	Ms. Udaya Maheohwaran	Director. Industrial, trade and Services Division.
20.	A statistician	DCS
21.	Mr. Ranjith Weerasekar:	Statistical officer- MDM
22.	Mr. Nalaka Gunawardana	National Media Reporter. Science writer and Digital Media Analyst.
23.	Mr. Shan Wijethunga	Head of College

Annex 5. Evaluative Question Matrix

Evaluation Criteria	Evaluation Indicators	Means of Verification
i. Project Strategy		
1. Project design		
Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context of achieving the project results as outlined in the Project Document.	Reported adaptive management measures in response to changes in context.	<ul style="list-style-type: none"> Project progress reports. Interviews with project staff and key stakeholders.
Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?	Reported progress toward achieving the results	<ul style="list-style-type: none"> Project progress reports. Interviews with project staff and key stakeholders.
Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country?	<p>Endorsement of the project by governmental agencies.</p> <p>Provision of counterpart funding.</p>	<ul style="list-style-type: none"> Documents endorsements and co-financing. Interviews with UNDP, project staff and governmental agencies.
Review decision-making processes: 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 during project design processes?	Level of participation of project partners in project design and actual inclusion in project implementation arrangements	<ul style="list-style-type: none"> Interviews with stakeholders. Project progress reports.
Review the extent to which relevant gender issues were raised in the project design.	Level of gender issues raised outlined in project documents	<ul style="list-style-type: none"> Project documents
2. Results Framework/ Logframe:		
Undertake a critical analysis of the project's log frame indicators and targets, assess how "smart" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.	Indicators and targets of outcome and outputs.	<ul style="list-style-type: none"> Project framework

Are the project's objectives and outcomes or components clear, practical, and within its time frame?	The stated contribution of stakeholders in project implementation.	<ul style="list-style-type: none"> Interviews with stakeholders.
Examine if progress so far has led to, or could in the future catalyze beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis.	Indicators of the project's outcome (from the project results framework)	<ul style="list-style-type: none"> Field visits and interviews with local stakeholders involved with these projects and the direct beneficiaries.
Ensure the broader development and gender aspects of the project are being monitored effectively. Develop and recommend smart 'development' indicators, including sex-disaggregated indicators and indicators that capture development benefits.	Measures were taken to ensure proper project implementation based on project monitoring and evaluation	<ul style="list-style-type: none"> Project's reports. Interviews with PSC/Project board members Minutes of interviews with key stakeholders
ii. Progress Towards Results		
3. Progress towards outcomes analysis		
Review the logframe indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix.	Output level indicators of the Results Framework.	<ul style="list-style-type: none"> Project progress reports. Tangible products (publications, studies, etc.) Interviews with the project's staff, partners, and stakeholders.
iii. Project Implementation and Adaptive Management		
4. Management arrangement		
Review the overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.	Level of implementation of mechanisms outlined in the project document	<ul style="list-style-type: none"> Interviews with project staff and partners. Project progress reports.
Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.	Level of satisfaction (among partners and project staff) of overall management	<ul style="list-style-type: none"> Interviews with project staff, consultants, and partner organizations

	by Implementing partner.	
Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.	Level of satisfaction (among partners and project staff) of overall management by UNDP	<ul style="list-style-type: none"> Interviews with project staff, consultants, and partner organizations
5. Work planning		
Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.	Level of compliance with project planning / annual plans	<ul style="list-style-type: none"> Project progress reports. Interviews with project staff.
Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?	List of results proposed in the work plan	<ul style="list-style-type: none"> Project work plan.
Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start.	Level of compliance with project results framework and logframe	<ul style="list-style-type: none"> Project progress reports. Interviews with project staff.
6. Finance and co-finance		
Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.	Level of compliance with project financial planning / annual plans	<ul style="list-style-type: none"> Project financial reports. Interviews with project staff.
Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.	Level of compliance with project financial planning	<ul style="list-style-type: none"> Project financial reports.
Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for the timely flow of funds?	<p>Quality of standards for financial and operative management.</p> <p>Perception of management efficiency by project partners and project staff/ consultants</p>	<ul style="list-style-type: none"> Interviews with the project and UNDP finance staff. Financial reports.
Informed by the co-financing monitoring table to be filled out, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to	Level of co-financing in relation to the original planning	<ul style="list-style-type: none"> Financial reports of the project. Interviews with project management

align financing priorities and annual work plans?		staff and UNDP RTA.
7. Project-level Monitoring and Evaluation Systems		
Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?	Measures were taken to improve project implementation based on project monitoring and evaluation. Level of implementation of the M&E system. Changes in project implementation as result of supervision visits/missions.	<ul style="list-style-type: none"> Project progress and implementation reports. Interview with project staff, UNDP team, and key stakeholders.
Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?	<p>The number of cases where resources are insufficient.</p> <p>The number of cases where budgets were transferred between different budget lines.</p>	<ul style="list-style-type: none"> Project progress reports/ financial reports/ consultant contracts and report
8. Stakeholder Engagement		
Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?	Level of participation of project partners in project design and actual inclusion in project implementation arrangements	<ul style="list-style-type: none"> Interviews with key stakeholders
Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?	<p>Endorsement of the project by governmental agencies.</p> <p>Provision of counterpart funding</p> <p>Perception of ownership by national and local agencies</p>	<ul style="list-style-type: none"> Interviews with national partners, UNDP and project staff. Project progress reports/PIR. Documented endorsements and co-financing.
Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards the achievement of project objectives?	Perceived level of collaboration and coordination.	<ul style="list-style-type: none"> Interviews with the Project Management team.

	The stated contribution of stakeholders in the achievement of outputs.	<ul style="list-style-type: none"> Interviews with stakeholders. Citation of stakeholders' roles in specific products like publications
9. Reporting		
Assess how adaptive management changes have been reported by the project management and shared with the Project Board.	Reported adaptive management measures in response to changes in context	<ul style="list-style-type: none"> Project progress reports Interviews with project staff and key stakeholders
Assess how well the Project Team and partners undertake and fulfill GEF reporting requirements (i.e. how have they addressed poorly rated PIRs, if applicable?)	Level of alignment with the GEF mandate and policies at the time of design and implementation; and the GEF CCCD.	<ul style="list-style-type: none"> Comparison of project document and annual reports and policy and strategy papers of local-regional agencies, GEF and UNDP. Interviews with UNDP, project and governmental agencies.
Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.	Reported adaptive management measures.	<ul style="list-style-type: none"> Project progress reports. Interviews with project staff and key stakeholders.
10. Communications		
Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?	<p>The degree to which plans were followed up by project management.</p> <p>Perception of effectiveness.</p>	<ul style="list-style-type: none"> Project progress reports. Interviews with project staff and key stakeholders.
Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)	<p>Stated the existed means of communication.</p> <p>The degree to which plans were followed</p>	<ul style="list-style-type: none"> Project progress reports. Interviews with project staff and key stakeholders

	up by project management.	
iv. Sustainability		
Validate whether the risks identified in the Project Document, Annual Project Review/PIRs, and the ATLAS Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.	Identified risks and mitigation measures during project design and the updated risk-log sheet in ATLAS	<ul style="list-style-type: none"> ▪ Project document ▪ Progress report ▪ Risk log
11. Financial risks to sustainability.		
What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income-generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?	<p>Estimations on financial requirements.</p> <p>Estimations of the future budget of key stakeholders.</p>	<ul style="list-style-type: none"> ▪ Studies on financial sustainability. ▪ Documented estimations of the future budget. ▪ Interviews with project staff and key stakeholders
12. Socio-economic risks to sustainability.		
<p>Are there any social or political risks that may jeopardize the sustainability of project outcomes?</p> <p>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?</p> <p>Do the various key stakeholders see that it is in their interest that the project benefits continue to flow?</p> <p>Is there sufficient public/stakeholder awareness in support of the long-term objectives of the project?</p> <p>Are lessons learned being documented by the Project Team on a continual basis and shared/transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?</p>	<p>Key factors positively or negatively impacted project results (in relation to the stated assumptions).</p> <p>Main national stakeholders participate actively in the implementation and replication of project activities and results.</p>	<ul style="list-style-type: none"> ▪ Interviews with project staff, key stakeholders. ▪ Project progress reports. ▪ Revision of literature on context ▪ Documentation on activities of key stakeholders
13. Institutional Framework and Governance risks to sustainability		

<p>Do the legal frameworks, policies, governance structures, and processes pose risks that may jeopardize sustenance of project benefits?</p> <p>While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.</p>	<p>Key institutional frameworks that may positively or negatively influence project results (in relation to stated assumptions)</p>	<ul style="list-style-type: none"> ▪ Analysis of existing frameworks. ▪ Interviews with project staff and key stakeholders
<p>14. Environmental risks to sustainability</p>		
<p>Are there any environmental risks that may jeopardize sustenance of project outcomes?</p>	<p>Number of identified risks</p>	<ul style="list-style-type: none"> ▪ Risk log and management response.

Annex 6. The questionnaire used for the interviews

- I. Relevance - How does the Project relate to the main objectives of the GEF and to the environment and development priorities of Sri Lanka?**
 1. Is the Project relevant to the GEF objectives?
 2. Is the Project relevant to UNDP objectives?
 3. Is the Project relevant to Sri Lanka development objectives?
 4. Does the Project address the needs of target beneficiaries?
 5. Is the Project internally coherent in its design?
 6. How is the Project relevant considering other donors?
 7. What lessons have been learned and what changes could have been made to the Project to strengthen the alignment between the Project and the Partners' priorities and areas of focus?
 8. How could the Project better target and address the priorities and development challenges of targeted beneficiaries?
- II. Effectiveness – To what extent are the expected outcomes of the Project being achieved?**
 1. How is the Project effective in achieving its expected outcomes?
 2. How is risk and risk mitigation being managed?
- III. Efficiency - How efficiently is the Project implemented?**
 1. Was adaptive management used or needed to ensure efficient resource use?
 2. Did the Project logical framework and work plans and any changes made to them use as management tools during implementation?
 3. Were the accounting and financial systems in place adequate for Project management and producing accurate and timely financial information?
 4. Were progress reports produced accurately, timely and respond to reporting requirements including adaptive management changes?
 5. Was Project implementation as cost-effective as originally proposed (planned vs. actual)? Was the leveraging of funds (co-financing) happening as planned? Were financial resources utilized efficiently?
 6. Could financial resources have been used more efficiently?
 7. Were there an institutionalized or informal feedback or dissemination mechanism to ensure that findings, lessons learned and recommendations pertaining to Project design and implementation effectiveness were shared among Project stakeholders, UNDP and GEF Staff and other relevant organizations for ongoing Project adjustment and improvement? Did the Project mainstream gender considerations into its implementation?
 8. To what extent were partnerships/ linkages between institutions/ organizations encouraged and supported?
 9. Which partnerships/linkages were facilitated? Which one can be considered sustainable?
 10. What was the level of efficiency of cooperation and collaboration arrangements? (between local actors, UNDP/GEF and relevant government entities)
 11. Was an appropriate balance struck between utilization of international expertise as well as local capacity?
 12. Did the Project consider local capacity in design and implementation of the Project?

IV. IMPACTS - What are the potential and realized impacts of activities carried out in the context of the Project?

1. Will the project achieve its objective that is to improve fiscal measures for collecting, managing, and allocating revenues for global environmental management?
2. How is the Project impacting the local environment such as impacts or likely impacts on the local environment; on poverty; and, on other socio-economic issues?

V. Sustainability - Are the initiatives and results of the Project allowing for continued benefits?

1. Are sustainability issues adequately integrated into Project design?
2. Did the Project adequately address financial and economic sustainability issues?
3. Is there evidence that Project partners will continue their activities beyond Project support?
4. Are laws, policies, and frameworks being addressed through the Project, in order to address the sustainability of key initiatives and reforms?
5. Is the capacity in place at the national and local levels adequate to ensure sustainability of the results achieved to date?
6. Did the Project contribute to key building blocks for social and political sustainability?
7. Are Project activities and results being replicated elsewhere and/or scaled up?
8. What are the main challenges that may hinder the sustainability of efforts?

Annex 7: Summary of Field Visits

The TE consultant conducted two separate field visits to the National Herbarium and the FAO Project Team Sites on December 5th, 2018. A brief summary of these field visits is presented below.

Date/time	Purpose	Summary
December 5th, 2018	Field visit to the National Herbarium and Meeting with the team	<p>The TE consultant was provided with an initial orientation of the Herbarium work by the chief scientist at the National Herbarium, who is the focal point of the UNDP initiative.</p> <p>Following the site orientation, the TE consultant discussed with the scientist the UNDP intervention, aim, activity, added value, efficiency, and impact.</p> <p>Issues discussed included the roles and responsibilities of the staff members, the issues they faced in carrying out their duties, capacity building initiatives, and suggestions on improving the Herbarium work in terms of data collection, storage and sharing with the DDDP.</p>
December 5th, 2018	Visit the FAO Project on Sustainable Land Management	<p>The TE conducted separate key agent interview with FAO Programme Officer who is responsible for a GEF/FAO project that is cooperating with this Project.</p> <p>The cooperation between the two projects was discussed, benefits from this cooperation, next steps, and the main concerns.</p>

Annex 8: List of Project's Key Events (Meetings, Training sessions, and Public Awareness Events)**Awareness Campaign**

Type of Workshop	Audience	Content	Title	District	Number participated	Approximate percentage of women
Awareness	General Public	Evidence-based decision making	Awareness campaign - General Public	Badulla District	5450	50%
				Gampaha District	5450	50%
Workshop	Small and Medium Enterprises	Evidence-based decision making	Evidence-based Decision making - SME	Badulla District	69	70%
				Gampaha District	51	60%
Workshop	Policy Makers	Evidence-based decision making	Evidence-based Decision making - Policy Makers	Badulla District	48	60%
				Gampaha District	40	30%
Workshop	Government Officials	Evidence-based decision making	Evidence-based Decision making - Government Officials	Badulla District		50%
				Gampaha District	0	0
Awareness	Principals and Teachers	Use Environment and Disaster data for awareness, decision making, and research	Orientation for Principals and Teachers - Quiz Contest	Orientation Meeting	42	40%
	School Children		District Quiz Contest - Let's Use Data to be smart and strong	Badulla District	132	50%
				Gampaha District	78	50%
				Rathnapura Dist.	55	50%

Type of Workshop	Audience	Content	Title	District	Number participated	Approximate percentage of women
				Matale District	87	50%
			Inter-District Quiz Contest - Let's Use Data to be smart and strong	Inter-District	141	50%
Capacity Building	Reporters and Journalists	Using the available data sources/ databases for better reporting	Evidence-based Reporting - Media	Badulla District	32	0%
				Gampaha District	44	10%
District and Divisional Work in Badulla - Skills International						
Workshop	Government Officials in Badulla District Secretariat	Awareness of the project activities in the District and Using Data for Project Planning, Approvals and Proposals	Evidence-based Planning & Awareness	Badulla District		50%
Capacity Building	Divisional Government Officials	Using Data for Project Planning, Approvals and Proposals	Evidence-based Planning & Awareness	6 Division in Badulla District	141	40%
Collaborative Work with FAO and LUPPD						

Type of Workshop	Audience	Content	Title	District	Number participated	Approximate percentage of women
Capacity Building	LUPPD officers in Kandy District	Training on ArcGIS and Field Verification of maps	Methods to create maps and field verification	Kandy District	35	75%
Meta-Data Portal Awareness						
Capacity Building	Land Resource Division Officers	Data Management	Training Program on "Data Management"		47	30%
Capacity Building	Stakeholder Agencies' Officers	Awareness of Data Management and Meta Data Portal features	Training Program on "Data Management"		58	40%
Capacity Building	Stakeholder Agencies' Officers	Awareness of Meta-data, formats, portal	Workshop on metadata sharing		46	40%
Awareness for "Right To Information Act (RTI)"						
Awareness	Ministry of Disaster Management Officers	Awareness of RTI	Internal Workshop on the Right to Information Act and the Implications for Data Sharing	Colombo	76	50%
Workshop for Local Government						

Type of Workshop	Audience	Content	Title	District	Number participated	Approximate percentage of women
Awareness	Provincial Council Members	Awareness of By-Laws and Disaster Risk Reduction	Strengthening Provincial Councils for Disaster Risk Reduction	Kandy	56	30%
Workshops for Draft Policy						
Workshop	Stakeholders	Feedback on the Drafted Policy	Workshop on Development of National Policy for Data Sharing	Colombo	25	65%
Workshop - Session on Gap Analysis Report - Collaboration with UNDP CO						
Workshop	Youth, Government Officers, NGOs, Corporates	Awareness of Data used for SDGs. Currents trends and solutions	SGD DataLK	Colombo	200	50%
Workshop - SFDRR Data Fields- Project Team						
Workshop	Ministry of Disaster Management Officers	Data field for SFDRR	Workshop on Data Fields for SFDRR.		37	40%
Stakeholder Mapping						

Type of Workshop	Audience	Content	Title	District	Number participated	Approximate percentage of women
Workshop	Stakeholders Agencies' Officers	Project Introduction and Awareness	Stakeholder Consultation		22	30%

Annex 9: Changes on the Log-frame proposed during the Project' Inception Workshop.

Main changes requested, discussed and approved during the Project's IW (May 2016):

- Change of the Project's IA from the MOE to MDM.
- Integrate data needs for Sendai Framework for Disaster Risk Reduction (SFDRR) as a multilateral agreement considering the needs of the current implementing partner and the existing overlaps between Rio convention data and SFDRR data requirements.
- Introduction of two additional outputs (under outcome 1; Output 1.5 and 1.6) to accommodate the integration of innovative technologies for information management and creating partnerships with private sector organizations for improved data and information management. The two outputs are:

Output 1.5: Technological innovations for data management introduced.

New technologies such as Android mobile applications and social media are widely used by people to disseminate information. Data collection and dissemination is one of the areas that new technology and innovative ways of information dissemination could be promoted. The project will test out the processes and mechanisms to incorporate novel and innovative technologies for data collection.

- Activity 1.5.1: A study to identify possible novel technology and innovative ways to strengthen data management from the grassroots level to National Level. *Target Indicator: Study report available by month 15*
- Activity 1.5.2: Building on the study report identifies two-three feasible technological innovation for improved information management.

Target Indicator: Two technological innovation interventions completed, and pilot tested for applications 20.

Output 1.6: Strengthened engagement of Public-Private Partnerships in Information Management.

- Activity 1.6.1: Carrying out a mapping exercise to identify interested private sector organizations

Target Indicator: 03-05 Meeting with private sector organizations by Month 15

- Activity 1.6.2: Develop 02-03 private sector engagements for improved information management

Target Indicator: 03-05 agreements with private sector organizations End of the project.

- Addition of a *Capacity Building Consultant Position* to support the project implementing mainly that Outcome 2 entirely focuses on capacity development. This was done based on the strong recommendation from the steering committee and the implementing partner.
- Abolish the position for an Information Technology Expert. An agreement was made to cover this work with the help of the National Special Data Infrastructure (NSDI) team.
- The project will also embrace data needs for the implementation of Sustainable Development Goals (SGD) and COP21 requirements where it overlaps with data needs for implementation of Rio Conventions.
- Project's activities were aligned with the NSDI plan of action. Some of the activities identified in the project are dependent on the implementation of NSDI. Any delays in NSDI implementation may affect the progress of project implementation.
- The cash co-financing of the Project to be provided by the Government of Sri Lanka and the Ministry of Digital Infrastructure.
- The in-kind co-financing of the project to be covered by the MDM instead of MOE.

Annex 10: Progress evaluation for the complete Log-frame

The below key is used for indicator assessment (Color Coding):

Green = completed, the indicator shows successful achievement
Yellow = On target to be achieved by the end of the project
Red = Not on target to be achieved by project closure

Project Strategy	Objectively verifiable indicators			Progress at the TE time December 2018	TE Comments	Rating
	Indicator	Baseline value	Targets by the end of the project			
Long-term goal: To strengthen data and information management and other support systems that contribute to policy development and improved implementation of the three Rio Conventions						
Project objectives: A. To improve institutional and technical capacities to meet and sustain Rio Convention objectives and those of other MEAs	<ul style="list-style-type: none">Strengthened environmental data and information management for improved implementation of the three Rio ConventionsInstitutional and technical capacities are strengthened for enhanced Rio Convention mainstreaming within national development frameworksAwareness and training on the linkages between Rio	<ul style="list-style-type: none">Institutional capacities for managing the Rio Conventions is piecemeal and takes place through Rio Convention-specific projects, with development emphasizing socio-economic prioritiesRequirements of the Rio Conventions are not adequately incorporated in development planningThere is little inter-ministerial coordination with regard to data	<ul style="list-style-type: none">Government staff have learned, applied, and tested best practice tools to integrate data management system for improved monitoring and implementation of Rio Conventions.Future reports will not be data deficientIncreased capacity within relevant stakeholder groups to handle data and information relevant to the Rio Conventions	<ul style="list-style-type: none">A series of consultative workshops were conducted with key stakeholders who generate data required for Rio Conventions reporting. These workshops resulted in the identification of data fields related to biodiversity, climate change, and land degradation. Approximately 25 organizations were directly involved in this process.Three training programmes on data management were conducted in partnership with the Post Graduate Institute of Science at the University Peradeniya. More than 30 data-generating agencies benefited from	On target to be achieved by the end of the project	S

Project Strategy	Objectively verifiable indicators			Progress at the TE time December 2018	TE Comments	Rating
	Indicator	Baseline value	Targets by the end of the project			
	Conventions and national sustainable development objectives	<ul style="list-style-type: none"> sharing or the implementation of natural resource and environmental policies. Planners and decision-makers, particularly at the local level do not fully appreciate the value of the Rio Conventions which leads to heavy discounting of the global environment Weak implementation of environmental policies 		<p>this training series. Tailored programmes were conducted for staff at the decision-making and operational levels.</p> <ul style="list-style-type: none"> The Project raised awareness of the Right to Information Act No.12 of 2016 among government officers. Right to information act provides provisions for data sharing among agencies. Other workshops were held to raise awareness on how SDGs can be achieved through the implementation of the SFDRR. 		
Outcome 1: Strengthened data and information management system to aid global and national environmental monitoring and reporting						
Output 1.1 Strengthened policy and regulatory framework for information sharing in support of Rio Conventions	<ul style="list-style-type: none"> Policy analysis of challenges and best practices for managing environmental information and data The frequency of working group meetings Policy and technical recommendations from government stakeholders Draft information sharing policy Stakeholder 	<ul style="list-style-type: none"> Institutional structures are in need of clearly defined mandates and operational plans Evidence of public sector staff's technical capacities related to the Rio Conventions is limited The Government is promoting e-governance, but there are little integration or data and information sharing between 	<ul style="list-style-type: none"> working group forms by month 3 and meets quarterly for two years Department of National Planning completes policy analysis by month 6 Draft information sharing policy prepared and endorsed by month 9 Stakeholder feedback workshop by month 10 Summary report by month 16 Memoranda of Agreement signed by key stakeholder 	<ul style="list-style-type: none"> A new TWG was formulated for Data Sharing. The Project drafted a data/information sharing policy, which was planned to be incorporated into the National Data Sharing Policy developed by the Information and Communication Technical Agency (ICTA). The Policy finalized after receiving and incorporating comments from 40 agencies. The Policy was submitted to MDM and was approved. The Policy is in the process to be 	Target completed, the indicator shows successful achievement	

Project Strategy	Objectively verifiable indicators			Progress at the TE time December 2018	TE Comments	Rating
	Indicator	Baseline value	Targets by the end of the project			
	<ul style="list-style-type: none"> recommendations and concerns Memoranda of Agreement to collaborate and share data and information among key stakeholder institutions 	<ul style="list-style-type: none"> government agencies and ministries Key partner agencies have no obligation to report to each other or share data and information Planners and decision-makers do not make adequate use of monitoring reports Despite expressed government commitment to the global environment, several issues undermine policies and efforts 	institutions by month 9	<ul style="list-style-type: none"> submitted to the Cabinet for approval along with the ICTA. A stakeholder feedback workshop was organized early 2018 with the participation of 40 organizations. No MOU was signed with any institution as the Government has introduced the Right to Act. The government introduced the Right to Information Act No. 12 of 2016 provides the legal avenue for data and information gathering. This will lay the foundation for data sharing among agencies. The Project plans to make use of provisions of the said act in promoting data sharing. 		S
Output 1.2: Indicators for environmental monitoring and natural resource management	<ul style="list-style-type: none"> Expert working group meetings Baseline analysis of information availability, formats, and accessibility Capacity and data needs analysis National workshops to identify indicators Local and regional consultation Consultations with National Planning 	<ul style="list-style-type: none"> There are many agency-level sources of information related to the Rio Conventions with access via the internet and other agency means (digital and hard copy) Limited inter-agency sharing of data reduces potential global environmental benefits There is a lack of capacity among agency 	<ul style="list-style-type: none"> The expert group meets every 2 months for the first year and quarterly for the remainder of the project Baseline analysis completed by month 5 Capacity and data needs analysis reviewed and endorsed by month 9 Three workshops completed by month 12 Indicators reviewed by month 14 Consultations report 	<ul style="list-style-type: none"> An expert working group was formulated from the 3 Rio Conventions. They meet during the first year of the project implementation. The PMU decided there is no need to have the expert working group meetings afterward. Baseline analysis completed by end of 2017. An institutional and a regional level capacity assessment were conducted mid-2017. Both documents were submitted to the PB, reviewed, and approved. 	On target to be achieved by the end of the project	

Project Strategy	Objectively verifiable indicators			Progress at the TE time December 2018	TE Comments	Rating
	Indicator	Baseline value	Targets by the end of the project			
	<p>Department and Department of Census and Statistics</p> <ul style="list-style-type: none"> Environmental parameters for development planning and monitoring Established minimum data requirements Meta-databases for Rio Convention focal areas 	<p>staff and less than optimal understanding of data integration and interpretation</p> <ul style="list-style-type: none"> Monitoring and compliance guidelines and tools are not widely known among planners and decision-makers 	<p>presented by month 18</p> <ul style="list-style-type: none"> Two meetings by month 18 and recommendations presented by month 20 Environmental indicators prepared and endorsed by month 22 Minimum data requirements identified and agreed upon by month 24 Meta-databases developed by month 24 	<ul style="list-style-type: none"> Four reports on data needs analysis were prepared and reviewed (CC, BD, LD, and SFD RR). One national workshop to identify indicators was organized in mid-2016 in cooperation with the University of Colombo to define the indicators. Two consultations were held to discuss the indicators with the National Planning Department and Department of Census and Statistics. Three consultants were held to discuss the indicators with the 3 Rio Conventions, then they were approved. The indicators were then presented to the PB for approval. The approval from the PB was granted at the end of 2016. A data-field identification for LD, CC, and BD and SFD RR Report was prepared, submitted to PB end of 2016, and was approved in mid-2017. The Project supported the GEF focal point in Sri Lanka (Ministry of Mahaweli Development and Environment) to establish a technical working group that will meet at least one time per quarter, on land degradation and 		HS

Project Strategy	Objectively verifiable indicators			Progress at the TE time December 2018	TE Comments	Rating
	Indicator	Baseline value	Targets by the end of the project			
				<p>desertification in order to facilitate the reporting of UNCCD. Minutes and lists of participants of the working group sessions can be found in the annexures.</p> <ul style="list-style-type: none"> The project has been designed with the assumption that the government will establish the National Special Data Infrastructure. Due to the delays in the process project has decided to establish the data-driven decision portal. The National DDDP is developed. Ready to be launched in a national event after finalizing the hosting of the Portal at the MDM. The portal will act as a single nexus where the availability and source of data can be found. The DDDP developed by the project will be feed into the NSDI once it is established. 		
Output 1.3: Data collection systems to support environmental quality monitoring	<ul style="list-style-type: none"> Expert sub-committee on data collection and quality assurance Report on data collection and generation methods Data collection best practices and quality guidelines Training of technical 	<ul style="list-style-type: none"> Existing socio-economic and environmental data are managed in a highly disorganized and fragmented manner with little awareness of Rio Convention obligations Data for MEA reporting is collected in an ad-hoc 	<ul style="list-style-type: none"> Sub-committee formed by month 3 and meets quarterly The report drafted by month 5 and peer-reviewed and presented by month 6 Implement data quality improvements in 6 key public institutions by 	<ul style="list-style-type: none"> The project utilized the existing TWG on LD to handle data collection and quality assurance. For CC, cooperation with the TNC project for data collection and quality assurance. For BD, the data collection and quality assurance role were delegated to the BD Secretariat at the MOE. Report on data collection and 	On target to be achieved by the end of the project	S

Project Strategy	Objectively verifiable indicators			Progress at the TE time December 2018	TE Comments	Rating
	Indicator	Baseline value	Targets by the end of the project			
	staff on revised guidelines	manner that is also not standardized across the relevant agencies responsible for implementing the Rio Conventions	<ul style="list-style-type: none"> month 8 Data collection best practices and guidelines for key agencies formulated by month 8 and approved by month 10 250 officials from 16 agencies and all levels trained by month 24 	<ul style="list-style-type: none"> generation methods finalized and approved. Data generation mapping was done to identify gaps and limitations at national, sub-national, and grassroots levels. The project conducted a number of training sessions of technical staff on data collection best practices, and quality guidelines. 		
Output 1.4: Accessible and user-friendly national data clearinghouse	<ul style="list-style-type: none"> Recommendations for an improved regulatory framework Data access protocols Provincial data sharing platforms Data brokering service that facilitates analysis and access to metadata 	<ul style="list-style-type: none"> There are a number of databases at different levels for various subjects, but there is no integration between them Existing socio-economic and environmental data are not readily accessible to government or non-government stakeholders There is full support from the National Planning Department and ICTA, to improve capacities to manage environmental databases 	<ul style="list-style-type: none"> Recommendations presented by month 12 Data access protocols developed for 16 custodial agencies: 4 agencies by month 13, 10 agencies by month 19, and 16 agencies by month 25 3 provincial data sharing platforms by months 20, 25, and 30 Data brokering service developed and piloted by month 24 	<ul style="list-style-type: none"> The Project completed the draft Memorandum of Understandings to be signed with data-generating agencies. The MOUs were supposed to be designed as a tool to clarify the data access protocols within agencies. However, since the Right to Information Act went into effect this year, the MOUs were not signed. The design of two provincial data sharing platforms developed for Badulla and Gampaha (national consultant to share the document). 	On target to be achieved by the end of the project	MS
Output 1.5: Technological innovations for data	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Study report available by month 15. Two technological innovation interventions 	<ul style="list-style-type: none"> A study to identify possible novel technology and innovative ways to strengthen data management from the grassroots level to National 	On target to be achieved by the end of the project	MS

Project Strategy	Objectively verifiable indicators			Progress at the TE time December 2018	TE Comments	Rating
	Indicator	Baseline value	Targets by the end of the project			
management introduced.			completed, and pilot tested for applications 20.	Level was prepared. • One feasible technological innovation for improved information management was developed: a mobile Application was introduced and linked to the Portal.		
Output 1.6: Strengthened engagement of Public-Private Partnerships in Information Management	• N/A	• N/A	<ul style="list-style-type: none"> • 03-05 Meeting with private sector organizations by Month 15 • 03-05 agreements with private sector organizations End of the project. 	<ul style="list-style-type: none"> • A mapping exercise to identify interested private sector organization was carried out. • Training was provided to Small and Medium Enterprises on the use of data in decision-making processes. 	Not on target to be achieved by project closure	MS
Outcome 2: Planners, policy-makers, and decision-makers effectively addressing national and global environmental issues						
Output 2.1: Increased capacity to use environmental information for planning and decision-making	<ul style="list-style-type: none"> • Training needs assessment • Targeted training programme and modules for data collection, processing and delivery from Rio Conventions lens • Pilot demonstrations of data-supported planning at the provincial level 	<ul style="list-style-type: none"> • There is a shortage of technical capacity amongst planners at all levels to utilize information and knowledge on the environment and to mainstream it into the planning processes 	<ul style="list-style-type: none"> • Training needs report drafted by month 15 and finalized and endorsed by month 16 • Training modules developed by month 20, peer-reviewed and finalized by month 22 • Pilot demonstrations in 3 provinces and 3 district secretariats by month 24 • Training of trainers to replicate activity in 6 remaining provinces by month 30 	<ul style="list-style-type: none"> • The Training Needs Assessment is completed and the report and was approved. • Training models developed but were not used. • Pilot demonstrations in 2 provinces and 2 district secretariats. • Two TOTs were conducted. But no training was done after that to replicate in other provinces. • A requirement analysis of hardware for data management and sharing was conducted. There is a minimum hardware requirement for the data-driven decision portal to ensure the 	Not on target to be achieved by project closure	MUS

Project Strategy	Objectively verifiable indicators			Progress at the TE time December 2018	TE Comments	Rating
	Indicator	Baseline value	Targets by the end of the project			
			<ul style="list-style-type: none"> Incorporate feedback from training workshops into revised modules by month 25 	periodic feeding of data by government agencies. Basic hardware must be provided to selected agencies who lack IT equipment.		
Output 2.2: Stakeholder capacity to access, use, and interpret environmental information	<ul style="list-style-type: none"> Capacity development and communication plan Stakeholder dialogues on environmental data availability and access Training module and workshops for staff and key stakeholders on data access and interpretation State of the environment cross-cutting sectoral reports analyzing data from multiple agencies 	<ul style="list-style-type: none"> Key stakeholders are not properly trained to access or use information and current stakeholder efforts often employ non-scientific advocacy-based approaches Key partner agencies have no obligation to report to each other as well as share data and information 	<ul style="list-style-type: none"> Capacity development and communication plan approved by month 10 Four national dialogues with >100 participants by months 6, 12, 18, and 24 Three provincial dialogues with >70 participants by months 12, 18, and 24 Data interpretation module included in National Planning Department training programmes by month 30 Three public workshops with >60 participants by months 26, 28, and 30 Feedback evaluation collected and analyzed by month 31 Four states of the environment reports, 2 by month 30, and 2 by month 34 	<ul style="list-style-type: none"> Four national dialogues were conducted in the last quarter of 2017. They tailored to planners, politicians (local governments), media and SMEs. (with >100 participants by months). Capacity development and communication plan were developed and approved on time. Two provincial dialogues with more than 70 participants were organized. 	Not on target to be achieved by project closure	MS
Output 2.3: Increased awareness in	<ul style="list-style-type: none"> Awareness raising activities at local and national levels for 	<ul style="list-style-type: none"> Existing socio-economic and environmental data are managed in a highly 	<ul style="list-style-type: none"> Three national seminars and 3 provincial seminars with >100 participants by 	<ul style="list-style-type: none"> Three national seminars and 3 provincial seminars with >100 participants 	Target completed, the indicator	

Project Strategy	Objectively verifiable indicators			Progress at the TE time December 2018	TE Comments	Rating
	Indicator	Baseline value	Targets by the end of the project			
planning and budgeting departments on environmental values, sustainability, and resilience issues	<ul style="list-style-type: none"> project activities and Rio Conventions Environmental data guidebook with meta-databases and data access protocols 	<ul style="list-style-type: none"> disorganized and fragmented manner with little awareness of Rio Convention obligations There is no forum or another mechanism for increasing awareness and ensuring that environmental concerns receive adequate attention There is a lack of awareness on the environment and on its economic values amongst senior level decision-makers 	<ul style="list-style-type: none"> month 12 Five presentations targeted to policy-makers at the national level with >20 participants by month 24 At least 1 series of school debates on the global environment by month 33 Three regional exhibitions by month 33 Data guidebook and data access protocols published by month 27 	<ul style="list-style-type: none"> Only one presentation targeted to policy-makers at the national level with >20 participants One at the national and two at the local level (school debates) on the global environment. Three regional exhibitions. 	shows successful achievement	S
Output 2.4: Updated planning documents in government agencies to address global environment	<ul style="list-style-type: none"> Report on baselines and targets established in the National Environmental Action Plan, CDMP and Haritha Lanka Final report on data needs and indicators Workshops with agencies to improve baselines and targets in national planning documents 	<ul style="list-style-type: none"> Data collected is not done in a standardized manner resulting in difficulties in compiling data for a country-wide report. Limited technical capacity to analyze data and information The Government has begun updating the Haritha Lanka to include new sub-sectors and make it more 	<ul style="list-style-type: none"> Review report presented by month 12 Final report completed by month 20 Two workshops held by month 28, one to update the National Environmental Action Plan/Haritha Lanka and on for CDMP Updated documents published through 	<ul style="list-style-type: none"> The project organized a different kind of training workshops to enhance national capacities in data collection and sharing. Several public awareness events were organized on the use of data in the decision-making process. A training programme is planned to be organized before the end of December 2018 for MDM technical staff on how to collect, share, review and validate data, and then analyze data using the newly established Portal. 	Not on target to be achieved by project closure	MS

Project Strategy	Objectively verifiable indicators			Progress at the TE time December 2018	TE Comments	Rating
	Indicator	Baseline value	Targets by the end of the project			
		operational with timelines, targets and monitoring mechanisms	relevant ministries by month 33			
Output 2.5: Resource mobilization strategy to catalyze and sustain implementation of the data and information management system	<ul style="list-style-type: none"> Financial and economic analysis of monitoring and enforcement of environmental legislation Feasibility study on financial and economic instruments to advance environmental monitoring and compliance The expert working group established Resource mobilization strategy Operational procedures for allocation of resources to finance decentralized resource management 	<ul style="list-style-type: none"> Resources are not utilized best to serve the Rio Convention agenda Data for MEA reporting is collected in an ad-hoc manner that is also not standardized across the relevant agencies responsible for implementing the Rio Conventions 	<ul style="list-style-type: none"> The expert working group meets to review the analytical report and feasibility study within one month of completion for each i.e. by months 13 and 19 Financial and economic analysis drafted, peer-reviewed and completed by month 12. A feasibility study completed by month 18. Resource mobilization strategy drafted by month 21, reviewed by month 25, and approved by month 28. Operational procedures drafted by month 25, piloted by month 30 and approved by month 32. By month 36, independent final evaluation determines national communications are on solid ground to raise and allocate funds 	<ul style="list-style-type: none"> A focal point from the Ministry participated in an international workshop (Demystifying the Global Agenda Framework into Practice). The Project staff supported the 2016 and 2017 Post-Disaster Needs Assessments. UNDP Regional Centre has included Sri Lanka as a partner country in the regional project on establishing a data collection and reporting mechanism for Sandia and SDGs. Data project, the project management unit will act as the focal point from the country. The impact of the project will further be strengthened by the said project. Project closely work with the Third National communication project and development of the 6th national report on biodiversity to develop a common work plan for training which will reduce the cost of the project 	On target to be achieved by the end of the project	MS

Annex 11: Updated Capacity Scorecards

Project Name: Ensuring global environmental concerns and best practices mainstreamed in the post-conflict rapid development process of Sri Lanka through improved information management

Project Cycle Phase: Project Terminal Evaluation

Date: December 2018

Capacity Result / Indicator	Staged Indicators	Rating	Score in 2014	Score at TE 2018
CR 1: Capacities for engagement				
Indicator 1 – Degree of legitimacy/ mandate of lead environmental organizations	Organizational responsibilities for environmental management are not clearly defined	0		
	Organizational responsibilities for environmental management are identified	1		
	Authority and legitimacy of all lead organizations responsible for environmental management are partially recognized by stakeholders	2	2	2
	Authority and legitimacy of all lead organizations responsible for environmental management recognized by stakeholders	3		
Indicator 2 – Existence of operational co-management mechanisms	No co-management mechanisms are in place	0		
	Some co-management mechanisms are in place and operational	1		
	Some co-management mechanisms are formally established through agreements, MOUs, etc.	2	2	2
	Comprehensive co-management mechanisms are formally established and are operational/ functional	3		
Indicator 3 – Existence of cooperation with stakeholder groups	Identification of stakeholders and their participation/involvement in decision-making is poor	0		
	Stakeholders are identified but their participation in decision-making is limited	1		
	Stakeholders are identified and regular consultations mechanisms are established	2	2	
	Stakeholders are identified and they actively contribute to established participative decision-making processes	3		3
CR 2: Capacities to generate, access and use information and knowledge				
Indicator 4 – Degree of environmental awareness of stakeholders	Stakeholders are not aware of global environmental issues and their related possible solutions (MEAs)	0		
	Stakeholders are aware of global environmental issues but not about the possible solutions (MEAs)	1		
	Stakeholders are aware of global environmental issues and the possible solutions but do not know how to participate	2	2	

Capacity Result/ Indicator	Staged Indicators	Rating	Score in 2014	Score at TE 2018
	Stakeholders are aware of global environmental issues and are actively participating in the implementation of related solutions	3		3
Indicator 5 – Access and sharing of environmental information by stakeholders	The environmental information needs are not identified and the information management infrastructure is inadequate	0		
	The environmental information needs are identified but the information management infrastructure is inadequate	1	1	
	The environmental information is partially available and shared among stakeholders but is not covering all focal areas and/or the information management infrastructure to manage and give information access to the public is limited	2		2
	Comprehensive environmental information is available and shared through an adequate information management infrastructure	3		
Indicator 6 – Existence of environmental education programmes	No environmental education programmes are in place	0		
	Environmental education programmes are partially developed and partially delivered	1		
	Environmental education programmes are fully developed but partially delivered	2	2	2.5
	Comprehensive environmental education programmes exist and are being delivered	3		
Indicator 7 – Extent of the linkage between environmental research/science and policy development	No linkage exists between environmental policy development and science/research strategies and programmes	0		
	Research needs for environmental policy development are identified but are not translated into relevant research strategies and programmes	1	1	1.5
	Relevant research strategies and programmes for environmental policy development exist but the research information is not responding fully to the policy research needs	2		
	Relevant research results are available for environmental policy development	3		
Indicator 8 – Extent of inclusion/use of traditional knowledge in environmental decision-making	Traditional knowledge is ignored and not taken into account into relevant participative decision-making processes	0		
	Traditional knowledge is identified and recognized as important but is not collected and used in relevant participative decision-making processes	1		
	Traditional knowledge is collected but is not used systematically into relevant participative decision-making processes	2	2	2

Capacity Result / Indicator	Staged Indicators	Rating	Score in 2014	Score at TE 2018
	Traditional knowledge is collected, used and shared for effective participative decision-making processes	3		
CR 3: Capacities for strategy, policy, and legislation development				
Indicator 9 – Extent of the environmental planning and strategy development process	The environmental planning and strategy development process is not coordinated and does not produce adequate environmental plans and strategies	0		
	The environmental planning and strategy development process does produce adequate environmental plans and strategies but there are not implemented/used	1		
	Adequate environmental plans and strategies are produced but they are only partially implemented because of funding constraints and/or other problems	2	2	2
	The environmental planning and strategy development process is well coordinated by the lead environmental organizations and produces the required environmental plans and strategies; which are being implemented	3		
Indicator 10 – Existence of adequate environmental policy and regulatory frameworks	The environmental policy and regulatory frameworks are insufficient; they do not provide an enabling environment	0		
	Some relevant environmental policies and laws exist but few are implemented and enforced	1		
	Adequate environmental policy and legislation frameworks exist but there are problems in implementing and enforcing them	2	2	2
	Adequate policy and legislation frameworks are implemented and provide an adequate enabling environment; a compliance and enforcement mechanism is established and functions	3		
Indicator 11 – Adequacy of the environmental information available for decision-making	The availability of environmental information for decision-making is lacking	0		
	Some environmental information exists but it is not sufficient to support environmental decision-making processes	1	1	
	Relevant environmental information is made available to environmental decision-makers but the process to update this information is not functioning properly	2		2
	Political and administrative decision-makers obtain and use updated environmental information to make environmental decisions	3		
CR 4: Capacities for management and implementation				

Capacity Result / Indicator	Staged Indicators	Rating	Score in 2014	Score at TE 2018
Indicator 12 – Existence and mobilization of resources	The environmental organizations do not have adequate resources for their programmes and projects and the requirements have not been assessed	0		
	The resource requirements are known but are not being addressed	1		
	The funding sources for these resource requirements are partially identified and the resource requirements are partially addressed	2	2	2.5
	Adequate resources are mobilized and available for the functioning of the lead environmental organizations	3		
Indicator 13 – Availability of required technical skills and technology transfer	The necessary required skills and technology are not available and the needs are not identified	0		
	The required skills and technologies needs are identified as well as their sources	1	1	
	The required skills and technologies are obtained but their access depend on foreign sources	2		2
	The required skills and technologies are available and there is a national-based mechanism for updating the required skills and for upgrading the technologies	3		
CR 5: Capacities to monitor and evaluate				
Indicator 14 – Adequacy of the project/programme monitoring process	Irregular project monitoring is being done without an adequate monitoring framework detailing what and how to monitor a particular project or programme	0		
	An adequate resource monitoring framework is in place but project monitoring is irregularly conducted	1	1	
	Regular participative monitoring of results in being conducted but this information is only partially used by the project/programme implementation team	2		2
	Monitoring information is produced timely and accurately and is used by the implementation team to learn and possibly to change the course of action	3		
Indicator 15 – Adequacy of the project/programme evaluation process	None or ineffective evaluations are being conducted without an adequate evaluation plan; including the necessary resources	0		
	An adequate evaluation plan is in place but evaluation activities are irregularly conducted	1	1	
	Evaluations are being conducted as per an adequate evaluation plan but the evaluation results are only partially used by the project/programme implementation team	2		2
	Effective evaluations are conducted timely and accurately and are used by the	3		

Capacity Result / Indicator	Staged Indicators	Rating	Score in 2014	Score at TE 2018
	implementation team and the Agencies and GEF Staff to correct the course of action if needed and to learn for further planning activities			
			16	22.5

Annex 12: Evaluation Consultant Agreement Form

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals and must balance evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about it and how issues should be reported.
5. Should be sensitive to beliefs, manners, and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings, and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Terminal Evaluation Consultant Agreement Form

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

Name of Consultant: AMAL ALDABABSEH

Name of Consultancy Organization (where relevant): INDIVIDUAL CONSULTANT

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

Signed at Jordan (Place)


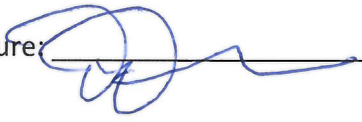
on 1 January 2019 (Date)

Signature:



Annex 13: Evaluation Report Clearance Form

(to be completed by CO and UNDP GEF Technical Adviser based in the region and included in the final document)

Evaluation Report Reviewed and Cleared by UNDP Country Office	
Name:	Sureka Perera
Signature:	 28/02/2019
UNDP GEF RTA	
Name:	Tom Tunney - UNDP
Signature:	 28/2/2019