



TERMINAL EVALUATION REPORT

Integrating Global Environmental Priorities into Kiribati's National Policies and Programmes – Kiribati Cross-Cutting Capacity Development [PIMS#:4936]

Executing Partner: Environment and Conservation Division (ECD), Ministry of Environment, Lands and Agriculture Development (MELAD)

GEF Agency: UNDP

GEF Focal area: GEF 5 CD-2, CD-3

Country: Kiribati
Region: Asia Pacific

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Acronyms and abbreviations

APR	Annual Project Report
AWP	Annual Work Plan
BPoA	Barbados Programme of Action
CB2	Capacity Building 2
CCA	Climate Change Adaptation
CCCD	Cross Cutting Capacity Development
CMS	Compliance Monitoring System
CO	Country Office
CSO	Civil Society Organization
DSA	Daily Subsistence Allowance
ECD	Environment and Conservation Division
EEZ	Exclusive Economic Zone
EMIS	Environment Management Information System
GEF	Global Environment Facility
IUCN	International Union for Conservation of Nature
KDP	Kiribati Development Plan
KIEP	Kiribati Integrated Environment Policy
KJIP	Kiribati Joint Implementation Plan for Climate Change and Disaster Risk Management
KNEG	Kiribati National Expert Group on Climate Change and Disaster Risk Management
KPA	Key Policy Area
LDC	Least Developed Countries
M&E	Monitoring and Evaluation
MEA	Multilateral Environmental Agreement
MELAD	Ministry of Environment, Land, Agriculture and Development
MOU	Memorandum of Understanding
MPA	Marine Protected Area
NAPA	National Adaptation Programme of Action
NBSAP	National Biodiversity Strategy and Action Plan
NCSA	National Capacity Self-Assessment
NDRMP	National Disaster Risk Management Plan
NFCCA	National Framework for Climate Change and Climate Change Adaptation
NGO	Non Governmental Organization
NIM	National Implementation Modality
OB	Office of the President
PAC	Project Appraisal Committee

PB	Project Board
PICT	Pacific Island Countries and Territories
PIPA	Phoenix Islands Protected Areas
APR	Project Implementation Review
PMU	Project Management Unit
PPG	Project Preparation Grant
RCU	Regional Coordination Unit
RTA	Regional Technical Advisor
SBAA	Standard Basic Assistance Agreement
SC	Steering Committee
SIDS	Small Island Developing States
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
SPREP	Secretariat of the Pacific Regional Environment Programme
SWOT	Strength, Weakness, Opportunity and Threat
TNA	Training Needs Analysis
UN	United Nations
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention to Combat Desertification
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change

Executive Summary

Project Summary Table

Project Details		Project Milestones	
Project Title	Integrating Global Environmental Priorities into Kiribati's National Policies and Programmes – Kiribati CCCD Project	PIF Approval Date:	8 Apr 2013
UNDP Project ID (PIMS #):	4936	CEO Endorsement Date (FSP)/ Approval date (MSP):	17 Aug 2014
GEF Project ID:	5130	ProDoc Signature Date:	5 March 2015
UNDP Atlas Business Unit, Award ID, Project ID:	Atlas Award: 00083621 Atlas Output: 00092010	Date Project Manager hired:	30 June 2012
Country/Countries:	Republic of Kiribati	Inception Workshop Date:	1 – 2 July 2015
Region:	Asia & Pacific	Mid-Term Review Completion Date:	N/A
Focal Area:	Multi-Focal Areas	Terminal Evaluation Completion date:	2 November 2019
GEF Operational Programme or Strategic Priorities/Objectives:	CD2 To generate, access and use information and knowledge CD3 To strengthen capacities to develop policy and legislative frameworks	Planned Operational Closure Date:	5 March 2018
Trust Fund:	GEF TF		
Implementing Partner (GEF Executing Entity):	Environment and Conservation Division (ECD), Ministry of Environment, Lands and Agriculture Development (MELAD)		
NGOs/CBOs involvement:	Not applicable		
Private sector involvement:	Kiribati Oil Limited and Kiribati Coconut Development Limited		

Financial Information		
PDF/PPG	at approval (US\$M)	at PDF/PPG completion (US\$M)
GEF PDF/PPG grants for project preparation	0.24	0.24
Co-financing for project preparation	N/A	N/A
Project	at CEO Endorsement (US\$M)	at TE (US\$M)
[1] UNDP contribution:	0.03	0.03
[2] Government:	0.5	N/A
[3] Other multi-/bi-laterals:	N/A	N/A
[4] Private Sector:	N/A	N/A
[5] NGOs:	N/A	N/A
[6] Total co-financing	0.53	0.03
[7] Total GEF funding:	0.5	0.377
[8] Total Project Funding [6 + 7]	1.03	0.407

Project Description

The project was designed to: improve information management and compliance monitoring in order to achieve global environmental benefits. This objective will be achieved through two components/outcomes:

1. The development of an operational environmental management information system (EMIS) providing accurate and timely information: Under this outcome, project resources will be used to develop a comprehensive Environmental Management Information System (EMIS) at the Environment and Conservation Division that serves to create new and improved environmental data and information. This EMIS will be developed through active collaboration and coordination with work programmes of key stakeholder agencies, research institutions, and other non-government organizations as appropriate to ensure the generation, collection, exchange and distribution of the required data and information. The EMIS will also be accompanied by improved capacities to generate and use new and improved data and information for policy and planning purposes and training will be provided to strengthen institutional and staff capacities to use best practice methodologies in data collection and analysis for environmental mainstreaming and environmental protection and management in the face of global climate change.
2. The development of a compliance monitoring system (CMS) tracking key environmental indicators: The project will support the development of a compliance monitoring system (CMS). It will include the identification of a set of environmental indicators that will provide information on the state of the environment in Kiribati, including the drafting of national reports to international conventions. The CMS would be used as part of the learning and re- tooling (i.e., adaptive collaborative management) of programmes and plans to ensure that their implementation proceed as planned to deliver the agreed-upon objectives and expected outcomes. Under this outcome, the project will support the development of capacities to monitor and report on progress made towards achieving Rio Conventions commitments, and to feed that information to planners and decision-makers.

The project got delay during its inception phase. The Project managed to deliver some of the outputs and has had several achievements.

The overall performance of the project is rated as “moderately satisfactory” taking into account the challenges and shortcomings in the achievement of its objectives. The table below shows the ratings against each criterion set for assessing project performance (in accordance with the UNDP/GEF Project Terminal Evaluation Guidance, 2020):

Table 1: Rating Project Performance

1. Monitoring & Evaluation (M&E)	Rating
M&E design at entry	Moderately Satisfactory
M&E Plan Implementation	Moderately Satisfactory
Overall Quality of M&E	Moderately Satisfactory
2. Implementing Agency (IA) Implementation & Executing Agency (EA) Execution	Rating
Quality of UNDP Implementation/Oversight	Satisfactory
Quality of Implementing Partner Execution	Satisfactory
Overall quality of Implementation/Execution	Satisfactory
3. Assessment of Outcomes	Rating
Relevance	Satisfactory
Effectiveness	Moderately Satisfactory
Efficiency	Moderately Satisfactory
Overall Project Outcome Rating	Moderately Satisfactory
4. Sustainability	Rating
Financial sustainability	Likely
Socio-political sustainability	Likely
Institutional framework and governance sustainability	Likely
Environmental sustainability	Likely
Overall Likelihood of Sustainability	Likely

Summary of Conclusions, Recommendations, and Lessons learned

The project that was implemented by MELAD is highly relevant for UNDP, GEF, the Government and local stakeholders. The project was also very relevant for GEF's Multifocal Area because it dealt with support to Kiribati's compliance with the Rio conventions, which is corresponding with 3 of GEF's Focal areas.

The Project has had a sustainable effect on enhancing the capacity of relevant policy and institutional stakeholders to enable monitoring and compliance with the three Rio Conventions and other MEAs in Kiribati. The Project facilitated the implementation of a set of capacity development, and measures aimed at targeting and training government staff at the local and national levels on the improved environmental data and environmental analysis to strengthen the foundations of Kiribati policy and planning frameworks to meet Rio Convention commitments. This relatively small project has been money well invested, that would give positive impacts for the institution and the country in the years to come

The Project has achieved key Project's results and some of the Project's targets. Overall, the Project was able to develop institutional capacities for data management of the global environment, using a holistic approach and integrating the Rio Conventions principles, to underpin more complex policy and decision-making processes designed to frame and direct the management and the protection of the environment within the context of global climate change.

The project was unable to achieve the following expected results:

- Reports present adequate disaggregated data at local level are informative and present environmental trends over time.
- Two regional sharing procedures in place by the end of the project.
- National communications/reports are submitted on time and contain primary data collected by the EMIS.
- Adequate national standards, norms, procedures for monitoring the environmental indicators are officially in place.
- The catalogue of in-service training programme include courses on environmental information management and monitoring system

Taking into consideration the complex design of the Project that covered different technical areas and required the involvement of many stakeholders, and the difficulties the project's team had faced during project launching phase mainly the delay in the project's commencement, the high turnover of government officials and the unavailability of qualified local consultants, the project overall rating is Moderately Satisfactory. There are many strong and positive indications for potential sustainability.

Recommendations

The following recommendations address specific issues raised in this report.

Table 6. Recommendations Table

Rec #	TE Recommendation	Entity Responsible	Time Frame
A	Category 1: Project achievements and challenges		
A.1	<i>It is recommended to use the project results to advocate for further work on a full set of environmental management indicators and to develop a compliance monitoring system</i>	ECD	End of 2021
A.2	<i>Conduct a meeting of MEA high level staff to discuss combined reporting and compliance monitoring and how it can be managed in the future.</i>	ECD, Ministry of Internal Affairs; Ministry of Fisheries and Marine Resources Development; Ministry of Finance and Economic Development; Ministry of Information, Communications, Transport and Tourism Development;	ASAP
B	Category 2: Gender equality and women's empowerment		
B.1	<i>It is recommended to strengthen gender segregation of data collection and monitoring and promotes the MEAs reporting also is gender disaggregated</i>	Kiribati Government	Without limit to time frame
C	Category 3: Actions to Follow Up or Reinforce Initial Benefits from the Project		

C.1	<i>Mechanisms should be put in place to facilitate the transfer and/or internalization of capacities built by the project.</i>	Government of Kiribati	End of 2021
C.2	<i>To enhance project sustainability an exit strategy needs to be elaborated to inform participating stakeholders and beneficiaries of project closure and develops a comprehensive strategy to achieve the long-term goal. It is recommended that the project identified a roadmap for the way forward, focusing on the critical milestones to be met in the future. It is recommended that the project organize a Terminal Meeting/Workshop invites all known stakeholders and others who may have an interest in the project's products, services and other benefits.</i>	ECD	ASAP
C.3	<i>The Project described a number of projects/initiatives with which CB2 project could develop synergy and linkages. Synergy and linkages with other projects and initiatives should be proactively sought and developed.</i>	ECD	ASAP
C.4	<i>Partnership development with other related initiatives (such as the LDCF1) is very crucial to ensure that Kiribati has an enhanced capacity of relevant institutions and stakeholder to enable monitor and compliance with the Rio Conventions and other MEAs. Involve key actors and sectors in designing and implementing follow-up initiatives.</i>	ECD	End of 2021
C.5	<i>It is recommended that all activities to prepare convention reports use this EMIS platform. It includes the GEF funded enabling activities and funding from other donors to prepare convention reports. The use of the EMIS will reinforce and demonstrate the usefulness and consolidate the portal.</i>	UNDP, other developments partners	Without limit to time frame
C.6	<i>The TE recommends evaluate options for ongoing capacity support for Kiribati to ensure that momentum is maintained in the area of capacity building for reporting under the Rio Conventions. It is also recommended elaborate an overall assessment of Pacific CB2 projects to identify common issues and constraints and share lessons learned with country partners. Many of the CB2 projects at the regional level have a similar focus and had developed sets of tools, frameworks, legislation, and training manuals and materials. Countries could benefit from these developed materials and hence knowledge sharing between countries and south-south cooperation are very much recommended.</i>	UNDP	End of 2021
D	Category 4: Mobilization of stakeholders and participation of the civil society.		
D.1	<i>Continue engaging stakeholders and supporting enhanced inter-agency communication at the national level. Active participation of all Ministries and local level stakeholders should continue to be encouraged after the project ends to ensure, in particular that the momentum gained be maintained and supported. Additionally, awareness raising activities should be expanded to the general population.</i>	ECD	Without limit to time frame
D.2	<i>It is recommended to build partnerships with the academic community to enhance use the EMIS data and collaborate to improve the system. Identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project sustainability</i>	ECD	Without limit to time frame

Lesson learned

Several lessons learned are presented below. There are based on the review of project

documents and analysis of the information collected for this evaluation:

- The absence of timely and well-developed adaptive management measures had not helped to avoid project delay and wasted some of the existing opportunities that would have helped to provide solutions to the different problems and challenges that the project has faced. Incorporate realistic risk assessment and mitigation into project design. In this regard, a more thorough and realistic risk assessment and mitigation is also needed in the project design.
- As a CCCD Project, that is a multi-focal and multi-sectoral, it needs special attention during the project design, implementation and monitoring, and evaluation. UNDP should provide a lot of support at the project development and inception phases to ensure the proper design of the project and then a proper launching during the inception phase. The design did not take in to consideration the long time is needed to undertake some activities mainly the mobilization of international experts and the endorsement of MoU or guidelines by the Government. Ensuring due preparation to avoid delays from the outset.
- When formulating this type of project, it is critical to conduct an extensive assessment of existing capacities in order to design activities and identify expected results, which should be achievable during the lifetime of the project and within its allocated budget. Highly skilled expertise, particularly IT skills, is needed and proposals should be developed in close collaboration and participation of key stakeholders to customize project activities to local realities.
- Implementation challenges and changes were faced by the project. A lesson to be learnt from these challenges is the importance of conducting comprehensive capacity assessments of the executing agency in terms of capacity to manage the project but also to implement certain activities in-house. Taking greater account of capacity limitations in project design and execution and mapping of capacity within the country in relation to specific outputs can enhance results.

Introduction

Terminal Evaluations (TEs) are integral components of the UNDP-supported GEF- financed project cycle management. This report for the TE of the UNDP/GEF Project “**Capacity Building for Mainstreaming MEA Objectives into Inter-Ministerial Structures and Mechanisms**” (hereafter called “Project”) covers the main items that a TE report should include according to the UNDP/GEF terminal evaluation guide⁵. The TE was carried out in three phases: a desk review and preparation of evaluation inception report; 2) remote engagement with the implementing and executing agencies 3) draft and finalize the TE report and share with the concerned stakeholders for review and feedback.

Purpose of the Evaluation

According to UNDP and GEF evaluation policies and procedures, this Project is required to undergo a terminal evaluation upon completion of implementation. The TE is envisioned to provide evidence-based credible, useful, and reliable information. The TE produces a set of recommendations and a list of lessons to help guide future design and implementation of

GEF-funded UNDP activities and contributes to the overall assessment of results in achieving GEF strategic objectives aimed at global environmental benefits.

As required, this TE is based on a performance assessment approach guided by the principles of results-based management. The evaluation reviews the implementation experience and achievement of the project results against the Project Document endorsed by the GEF CEO, including any changes made during the inception phase, and tracks impact per the project's outcome as listed in the Project's Logical Framework. The contribution of this project is evaluated with reference to the achievement of the project outcomes and the overall objective.

Scope and Methodology

The TE is founded on evidence-based information that is credible, reliable and useful as requested by the UNDP/GEF. It must follow a participatory and consultative approach and focused on ensuring close and continuous engagement with key government counterparts, UNDP Country Office and UNDP/GEF team, project team, and key project stakeholders. It was carried out in strict adherence to the Terms of Reference received (**Annex 1**). The TE considered:

- **Project Management** including project preparation and implementation,
- **Log-Frame (LF) and Project Strategy:** with special focus on the project's log frame to examine the rationale behind the project's design and consider how the strategy – the various outcomes – contributed to the project's strategy for achieving the objective and overall GEF goal,
- **Adaptive Management Framework:** the TE examined the overall project strategy, objective, outcomes, outputs, and activities and consider whether and the original strategy represented the best scenario. The TE examined also the 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, and
- **Project Performance:** the evaluation reviewed the project's performance over its lifetime. The TE assessed the effectiveness of the individual activities; the effectiveness of the various activities in achieving the Outcome, and; the effectiveness of the various Outcomes on achieving the Objective.
 - i. Assess the effectiveness of the project in developing the technical skills to collect data and transform these information into knowledge at: the individual level and; the organizational level.
 - ii. Assess the project's contribution to developing a holistic framework of monitoring and an evaluation system that strengthens the institutionalisation of lessons learnt and best practices from interventions to decision-makers and policy makers;
 - iii. Assess the project's contribution to the collection, collation, analysis of environmental data and making these environment information available to local level stakeholders to understand complex dynamic nature of global environmental problems and to assist in developing local solutions and;
 - iv. Assess the project's contribution in building the Government of Kiribati's capacity to monitor and evaluate environmental programs that assists in putting together comprehensive national reports to fulfill the government's

obligation to the multi-lateral environmental agreement (MEA).

Overall Approach to the Final Evaluation

The TE needs to provide a basic evaluation service for project's audiences (DOE, UNDP, GoF, GEF, etc.). The TE worked alongside the project management team, DOE, UNDP CO and other partners to look critically at the projects progress against the stated objective, outputs, and indicators contained in the log- frame and identify the strengths and any weaknesses that may exist and map out any future interventions. Therefore, the evaluation provided feedback at all points of the evaluation; explained the findings of the evaluation of the project team prior to the presentation; provided a final feedback presentation and the final TE report. Hence, the TE includes:

Inception Phase: it involved desk reviews of project-related documentation. The documents were mainly provided by the UNDP and Project team:

- Project document
- Annual progress reports
- Project financial reports: CDRs, AWP, quarterly request for NEX advances.
- Project technical deliverables,

List of documents reviewed is provided in Annex 2.

As part of this phase, a TE Inception Report (IR) was prepared and submitted to UNDP for approval on November 2020; it included:

- A preliminary itinerary for the remote engagement (Annex 3) with a tentative list of interviewees was included, based on the project document.
- An evaluation matrix was developed, was used during the remote engagement to guide the interviews with the project's stakeholders (Annex 5).

Remote Engagement Phase: Considering the remote conduction of the TE due to pandemic COVID-19 travel restrictions, a remote engagement phase was held from December 2th to February 6 2021. This phase include remote engagement of available stakeholders, using "semi-structured" interviews and focus groups sessions, with a key preset of questions tailored to each interviewee in a conversational format. The questionnaire aims to provide answers to the evaluation matrix questions and indicators (Annex 2). Triangulation of results, i.e. comparing information from different sources, such as documentation and interviews, or interviews on the same subject with different stakeholders will be used to corroborate or check the reliability of evidence. This phase will follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts Implementing Partners, the UNDP Country Office, the Regional Technical Advisor, direct beneficiaries, academia and CSOs. Engagement of stakeholders is vital to a successful TE. Since it is not possible, in the limited time available for this Evaluation, to meet all of the stakeholders involved in the wide range of Project activities, some sampling of the total is required. A provisional itinerary of interviews is attached in annex 1.

Terminal Evaluation Report Preparation Phase: following the remote engagement phase, all

information/data collected were carefully reviewed and analyzed in accordance with the UNDP Project Evaluation Methodology. The information was compiled, summarized, and organized according to the evaluation criteria and ratings. Analysis will be provided in matrices and tables to be best present findings and key recommendations, using a result based management approach. Follow-up interviews were conducted as necessary. Accountable 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 further processing. A draft report will be prepare and submitted to UNDP CO to check for inaccuracies, and subsequently circulated to all project partners and key project stakeholders to go through the review process. Questions and comments on the draft TE Report received from UNDP CO will be consolidated and incorporated into the final Report. According to the UNDP/GEF Evaluation guide, UNDP Country Office bears the responsibility to circulate the report to key project's partners for review. All comments, thoughts, corrections and observations on the TE report will be consolidated in one document called "audit trail- AT" which will be submitted along with the TE report. In addition to the comments, the AT will contain the TE opinion on the received comments, whether addressed or not and why. The final TE report will describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

Milestones and deliverables

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Ethics

The Consultant maintained clear impartiality and independence at all stages of the evaluation process and taken into account all the views received from stakeholders, applicable towards any activity related to planning, gathering, organization, processing and assessment of information; as well as facilitation of the evaluation results according to the TOR and rules agreed with UNDP. The Evaluator has respected the right of institutions and individuals to provide information in confidence and the sources of specific information and opinions in this report are not disclosed except where necessary. This evaluation report aims to provide transparent information on its sources, methodologies and approach. The evaluation was conducted in accordance with the UNEG Ethical Guidelines for Evaluators, and the evaluator has signed the Evaluation Consultant Code of Conduct Agreement form (Annex 6).

Limitations

The evaluation was carried out over a period of 25 consultant days; including preparatory activities, remote engagement, extended desk review, and completion of the evaluation report.

Due to COVID-19, this TE has been conducted remotely. The inability to travel to Kiribati for the in-country mission due to international travel restrictions was a major constraint to the evaluation as such a mission is fundamentally critical to elicit first-hand information and insights on project activities and their performance on the ground, and provides opportunities for in-depth interactions with stakeholders and direct observation of project activities, which are crucial for triangulation and to stimulate thinking and analysis.

In lieu of the in-country mission, virtual consultations were conducted with a number of key informants. In general, remote consultations via internet platforms functioned satisfactorily but remain a proxy to actual face-to-face interactions with the stakeholders. Additionally, some of the remote consultations were affected by poor internet connectivity and technical glitches, and had to be rescheduled. Interviews were conducted online through videos when possible or audio when the internet bandwidth was limited. Despite that it is not as efficient as face-to-face interviews, the Evaluator was able to collect evaluative evidence and triangulate the collected information to ascertain how well the project has met its expected targets.

The second limitation relates to the fact that this evaluation was conducted almost a year after the project ended. In this time (and even during the project implementation), many of the key people had moved on and are no longer working in the same positions. This made it difficult to track some people down, as well as expect them to take time to review the project and take part in interviews. As a result, many of the project partners and implementers were no longer contactable. Similarly, meetings with all members of the project team could not be arranged. This had limiting factors on the evaluation. Conducting a Terminal Evaluation too long after a project has ended poses limitations on the quality of the evaluation.

Nevertheless, within the context of these resources, the evaluator assumes that the information obtained over the course of the evaluation time period is representative.

Project Description and Development Context

Project start and duration

The Project was planned to start on **March 2015** for a period of 3 years with a planned closure date of **March 2018**. All parties signed the Project Document and the AWP was approved in **September 2016**. Due to the delayed commencement, the project was officially extended and was approved by the UNDP GEF with no cost, till: **2 November 2019** to allow the completion of the remaining activities.

Development Context

Kiribati is fully committed to meet its obligations under the MEAs and the proposed project is intended to facilitate an important step towards developing the capacities for an effective national environmental management framework.

Kiribati is eligible to receive technical assistance from UNDP and is thus eligible for support under the Global Environment Facility (GEF). Kiribati ratified the United Nations Convention on Biological Diversity (UNCBD) on 3 May 1994; the United Nations Convention to Combat Desertification and Drought (UNCCD) on 26 January 1996; and the United Nations Framework Convention on Climate Change (UNFCCC) on 16 February 1994. Kiribati also ratified important protocols under the Rio Conventions in later years, namely:

- The Kyoto Protocol on commitments to stabilize greenhouse gas emissions for the period 2008-2012 at the 1990 level (15 April 1994).
- The Cartagena Protocol on Biological Safety to protect biodiversity from the potential risks posed by genetically modified organisms that are the product of biotechnology (5 May 2004).

Problems that the project sought to address

The Government of Kiribati completed its NCSA in 2007. This project was developed in direct response to the most critical constraint affecting the implementation of MEAs as identified in the NCSA. The Project was also designed to be complementary to other related projects under implementation in Kiribati, including those supported by the GEF. Given these factors, careful attention was given to coordinating project activities in such a way that activities are mutually supportive, and opportunities capitalized to realize synergies and cost-effectiveness. Thus, the project was designed to strengthen institutional and technical capacities and skills for improved information management and monitoring of the Rio Conventions.

The Project is consistent with the programmatic objectives of the three GEF thematic focal areas of biodiversity, climate change, and land degradation, the achievement, and sustainability of which is dependent on the critical development of capacities (individual, organizational and systemic). It is also aligned with the 2013-2017 United Nations Development Assistance Framework (UNDAF) for the Pacific Region. The complementary UNDAF Multi Country Action Plan, which contains a shared approach by the fourteen Pacific Small Island States which allows UN Agencies to focus their program delivery and results at either sub-regional or country level,

while generating synergy between both levels through the more effective platform of resource mobilization. Through the successful implementation of this project, Kiribati's institutional and human resources were supposed to be strengthened in order to help implement MEAs and national policy instruments in a manner that fully reflects Rio Conventions principles and obligations.

The Ministry of Environment, Land, Agriculture and Development (MELAD) was proposed as the executing entity for this project, and the project was developed in accordance with agreed policies and procedures between the Government of Kiribati and UNDP. The Project is implemented by the Environment and Conservation Division (ECD)/Ministry of Environment, Land, Agriculture and Development (MELAD). With the support of UNDP, MELAD was supposed to establish the necessary planning and management mechanisms and facilitate government decision-making to catalyze implementation of project activities and timely delivery of project outputs.

The Project was considered strategic in that the project responds to 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 facilitate the proactive and constructive engagement of decision-makers across environmental focal areas and socio-economic sectors.

Kiribati conducted a NCSA assessing capacity issues, capacity needs and finally capacity priorities in the environmental area particularly in areas related to the implementation of the Rio Conventions (UNFCCC, CBD and UNCCD). This extensive assessment identified thematic environmental issues. These thematic issues were then reviewed together across the three thematic areas and crosscutting capacity constraints were identified as well as ways to address these constraints and effectively promote linkages and synergies across the conventions and meet their respective requirements obligated by the Parties.

The Project document identified the below-listed substantial barriers that impede Kiribati for achieving its sustainable development goals at the institutional level (as stated in the Project Document). A list of 10 main capacity constraints was identified through this process. Then for each of these 10 constraints, a review was conducted to assess the constraints at the individual, institutional, and systemic levels. The results are presented in the table below:

Summary of Crosscutting Capacity Constraints Identified Through the NCSA

Crosscutting Capacity Constraints.	Individual Level	Institutional Level	Systemic Level
1. Limited collaboration between executing agent and government institutions, NGOs and other recognized organizations.	High cost of communication prevent access to the outer island	Unreliable flight and shipping schedule	Lack of budgetary allocation
2. Unavailability of data and information	Lack of in-depth research and studies undertaken in Kiribati.	Insufficient management of information and data.	Absence of control over the collection and storage of data and information

Crosscutting Capacity Constraints.	Individual Level	Institutional Level	Systemic Level
3. Human and Financial constraints	Lack of skillful human resources to undertake responsibilities under conventions.	Limited specific training opportunities for those working under the convention.	Belated receipt of project funds from donors.
4. Inadequate education and public awareness program.	Less understanding the importance of public awareness	Lack of skillful personnel in producing public awareness material	Limited opportunities for public awareness training.
5. Inadequate strengthening and enforcement of policies and legal framework.	Unaware of the existing legislation and policies.	Insufficient enforcement of legislation and policies.	Less involvement of communities in enforcement of policies and legislations.
6. Limited training opportunities and less development of on-a-job training.	Drop learning practices at primary and secondary level of education.	Increased numbers of temporary employees	Unavailability of employment opportunities
7. Major objectives of the 3 Rio Conventions are not included in the National Development Strategies	Minimal involvement in drafting work plans.	Unaware of the importance of having the main objectives of conventions included in the NDS.	Inclusion of convention objectives in the National Development Strategy are not well presented
8. Limited utilization of traditional practices and transfer of technology.	Reluctance to share skills and knowledge by individual.	Unwillingness to use traditional technology	Absence of legal protection of intellectual property.
9. Untimely submission of Reports and other required documents	Inadequate skills of writing report, monitoring and evaluation process.	Do not realize importance of prompt submission of report.	Late submission of report causes delayed release of project fund by the donor.
10. Steady increase of population.	Negative impacts of increased population are not well understood and application of Family Planning methods is not appreciated.	Lack support to Family Planning campaign	Insufficient financial support to Family Planning programs.

Source: Crosscutting Report, NCSA, Kiribati, ECD-MELAD

Of particular interests among these constraints for this project are the second constraint “Unavailability of data and information” and the ninth constraint “Untimely submission of

Reports and other required documents”. These two constraints will particularly be addressed by this project.

As per the above table, the second constraint is about the lack of in-depth research and studies undertaken in Kiribati, the insufficient management of environmental information and data, and the absence of control over the collection, storage and access of data and information. The ninth constraint includes the inadequate skills for writing reports – including monitoring and evaluation reports, institutions that do not realize the importance of prompt submission of national reports and the consequences of these late submissions, which often translate into delayed release of project fund by donors.

Immediate and development objectives of the project

The Project Document lists the project goal as being “To improve information management and compliance monitoring in order to achieve global environmental benefits”.

The achievement of the goal and objective were organized around two components/outcomes:

- 1) The development of environmental management information system (EMIS) providing accurate and timely information.
- 2) The development of a compliance monitoring system (CMS) tracking key environmental indicators.

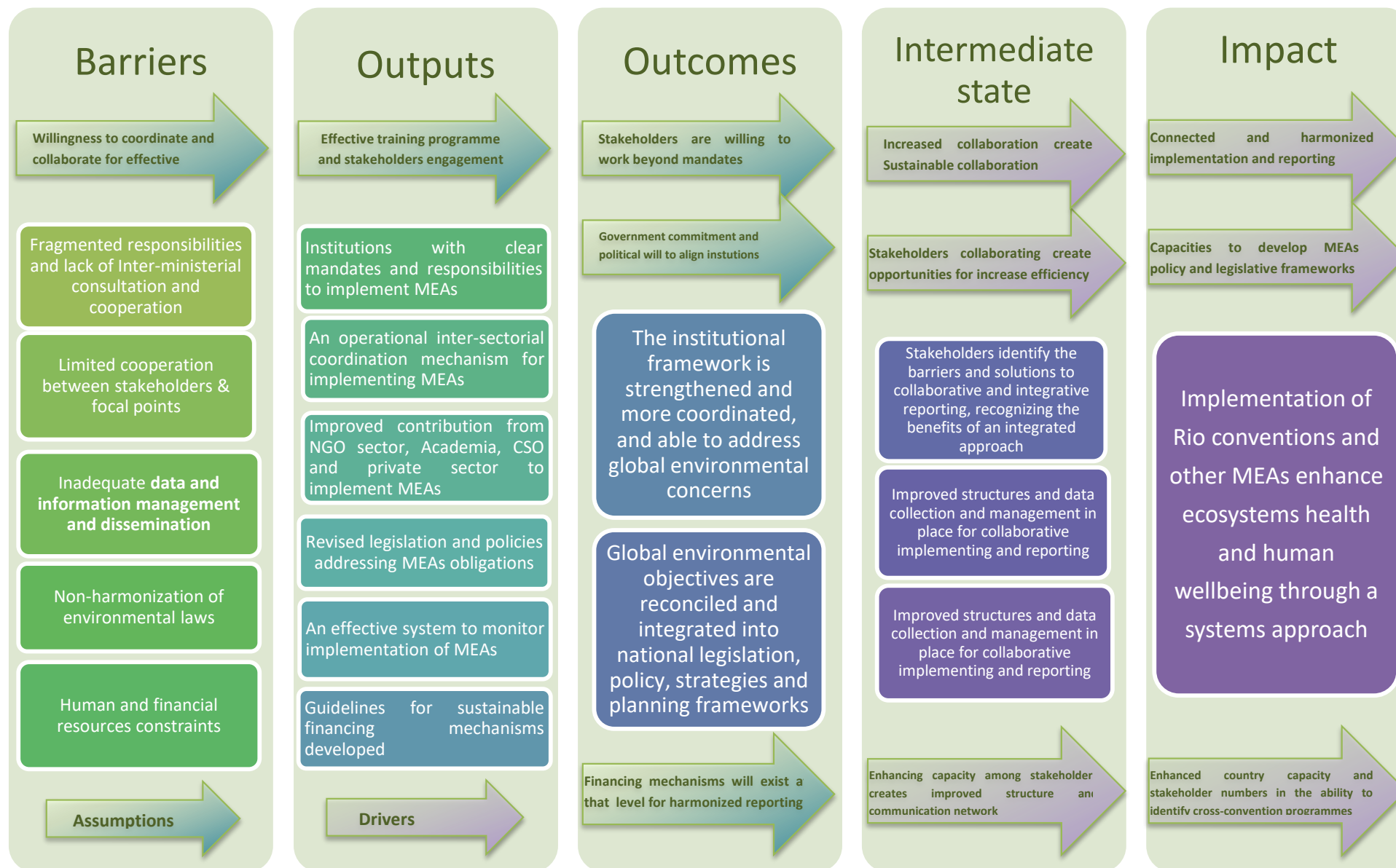
Reconstructed Theory of Change

The project did not have a Theory of Change developed during its design phase and the project outcomes and outputs do not relate to an explicit Theory of Change. However, the inclusion of a Theory of Change in UNDP ProDocs was not a requirement during the development of the project. Nevertheless, the ProDoc does contain the main elements of a ToC, including a clear definition of the problem to be addressed and its root causes, desired outcomes, an analysis of barriers to and enablers for achieving outcomes and consideration of how to address barriers. The project was designed with the aim of contributing to the removal of these barriers, using longstanding foundational approaches to natural resource management.

UNDP evaluations of projects that were designed when the Theory of Change (ToC) was not a prerequisite at design phase, have to reconstruct a TOC to identify and understand the conditions necessary for the outcomes to actually contribute to yielding the overall impact.

A ToC of the project intervention was reconstructed by during the TE. The ToC of the project described the processes of change by outlining the causal pathways from outputs through direct outcomes towards expected impact (environmental and social benefits target of the project). Changes are mapped as a set of interrelated pathways, showing a credible sequence of events that includes major barriers and enablers to transformation.

Through the TOC, the Evaluator attempts to identify 'intermediate states/outcomes' that are necessary transition zones for the project's planned outcomes to reach the intended higher-level impact. For the CB2, the long-term, higher-level impact, is that the 'Implementation of Rio Conventions and other MEAs enhance ecosystem health and human wellbeing through a systems approach'. The analysis of the impact pathways was conducted in terms of the 'assumptions' and 'drivers' that underpin the processes involved in the transformation of outputs to outcomes to impacts via the intermediate states. The drivers are the significant external factors that are expected to contribute to the realisation of the intended impacts and can be influenced by the project. The assumptions are external factors that are expected to contribute to the realisation of the intended impacts but are generally beyond the control of the project. A theory of change for the CB2 project is presented in the next figure.



Expected Results

The Project intended to strengthen institutional and technical capacities to meet and sustain Rio Convention objectives in Kiribati. It was also expected that the project will improve technical capacities for reporting on Rio Conventions implementation in Kiribati. The project was designed to help the Government in defining and developing new and improved environmental management indicators and institutionalize commitments under the Rio Conventions, by redesigning the existent national Environmental Management Information System. The project was designed to complement other related projects under implementation in Kiribati, including those supported by the Global Environment Facility (GEF) and to mutually support other activities to realize synergies and cost-effectiveness.

The design was based on a comprehensive analysis of a set of underlying barriers to environmental management towards the goal of meeting and sustaining global environmental outcomes. Hence, it was expected that the Project will “support decision-making on sound natural resources management for sustainable development and coordinating the institutional network that provides and uses the resulting environmental information, among others for reporting progress on the implementation of the Rio conventions and other MEAs.”

Total Resources

The total approved resources in the project were estimated at USD 1,030,000 of which USD 500,000 constituted the grant funding from GEF and USD 530,000 to be co-financed.

Main stakeholders

The main stakeholders related with the project were the DoE staff, technical staff of partner ministers and organizations, legal officers, community leaders as well as a range of other stakeholders. The role of the Project in building the needed relationships and collaboration with main stakeholders are presented below:

Stakeholders Roles in Implementing the Project

Stakeholder	Role in the Project
Ministry of Environment, Lands and Agriculture Development (MELAD)	<ul style="list-style-type: none"> • Support ECD in providing the necessary and relevant coordination that may be required from time to time, from other key stakeholders • Make relevant policies' advices to GOK based on the technical outcomes of this project (produce policy relevant information based on the outcomes of this project implementation at national level) • Facilitate and coordinate technical inputs and support from other public, private and civil society sectors • Provide the technical support required to implement the project at all levels of society in Kiribati • Ensure alignment of the project outcomes to all MEAs to which this project supports, at the MEA level, in accordance to national priority needs • Undertake and spearhead the communication, education and public awareness on the role of this project and its relevant linkages and alignment to what GOK is also doing in other sectors on related areas

Stakeholder	Role in the Project
Office of Te Beretitenti (OB)	<ul style="list-style-type: none"> • Support MELAD in providing the necessary and relevant coordination that may be required from time to time, from other key stakeholders • Provide advice and guidance on the relevant GOK policies
Ministry of Fisheries and Marine Resources Development (MFMRD)	<ul style="list-style-type: none"> • Provide technical inputs and supports necessary and relevant from the marine fisheries sector • Provide advice and guide linkages to any existing marine resources database to the EMIS to be set up through the project implementation
Ministry of Internal Affairs (MIA)	<ul style="list-style-type: none"> • Provide technical inputs and supports necessary and relevant from the internal affairs sectors • Provide advice and guide linkages to any existing marine resources database to the EMIS to be set up through the project implementation
Ministry of Women, Youths and Social Affairs	<ul style="list-style-type: none"> • Provide technical inputs and supports necessary and relevant from the women, youths and social affairs sectors • Provide advice and guide linkages to any existing marine resources database to the EMIS to be set up through the project implementation
Ministry of Line & Phoenix Islands Development (MLPID)	<ul style="list-style-type: none"> • Provide technical inputs and supports necessary from the relevant portfolios of the MLPID • Provide advice and guide linkages to any existing marine resources database to the EMIS to be set up through the project implementation
Ministry of Communication, Transport and Tourism Development (MCTTD)	<ul style="list-style-type: none"> • Provide technical inputs and supports necessary and relevant from the MCTTD • Provide advice and guide linkages to any existing marine resources database to the EMIS to be set up through the project implementation
Ministry of Commerce Industry and Cooperative (MCIC)	<ul style="list-style-type: none"> • Provide technical inputs and supports necessary and relevant from the MCIC • Provide advice and guide linkages to any existing marine resources database to the EMIS to be set up through the project implementation
Ministry of Education (MoE)	<ul style="list-style-type: none"> • Provide technical inputs and supports necessary and relevant from the education sector • Provide advice and guide linkages to any existing marine resources database to the EMIS to be set up through the project implementation
Ministry of Finance and Economic Development (MFED)	<ul style="list-style-type: none"> • Provide technical inputs and supports necessary and relevant from the MFED relevant portfolio • Provide advice and guide linkages to any existing marine resources database to the EMIS to be set up through the project implementation
Ministry of Foreign Affairs and Immigration (MFAI)	<ul style="list-style-type: none"> • Provide technical inputs and supports necessary and relevant from the MFAI relevant portfolio • Provide technical inputs and supports necessary from the internal affairs sectors
Ministry of Health and Medical Services (MHMS)	<ul style="list-style-type: none"> • Provide technical inputs and supports necessary and relevant from the MHMS relevant portfolio • Provide advice and guide linkages to any existing marine resources database to the EMIS to be set up through the project implementation
Ministry of Public Works and Utilities (MPWU)	<ul style="list-style-type: none"> • Provide technical inputs and supports necessary and relevant from the MPWU relevant portfolio

Stakeholder	Role in the Project
	<ul style="list-style-type: none"> • Provide technical inputs and supports necessary from the internal affairs sectors
Ministry of Labour and Human Resources Development (MLHRD)	<ul style="list-style-type: none"> • Provide technical inputs and supports necessary and relevant from the MLHRD relevant portfolio • Provide advice and guide linkages to any existing marine resources database to the EMIS to be set up through the project implementation
Island Councils	<ul style="list-style-type: none"> • Provide technical inputs and supports necessary and relevant from the Island Councils relevant portfolio and core functions • Provide technical inputs and supports necessary from the internal affairs sectors
NGOs	<ul style="list-style-type: none"> • Provide technical inputs and supports necessary and relevant from the relevant NGOs relevant portfolio and core functions/purposes • Provide advice and guide linkages to any existing marine resources database to the EMIS to be set up through the project implementation
Registered Churches	<ul style="list-style-type: none"> • Provide technical inputs and supports necessary and relevant from the relevant registered churches' relevant portfolio and core purposes/functions • Provide technical inputs and supports necessary from the internal affairs sectors
National Women's Organizations	<ul style="list-style-type: none"> • Provide technical inputs and supports necessary and relevant from the relevant National Women's Organizations' relevant portfolio and core functions/purposes • Provide advice and guide linkages to any existing marine resources database to the EMIS to be set up through the project implementation
Kiribati Boy Scout and Girl Guide Organizations	<ul style="list-style-type: none"> • Provide technical inputs and supports necessary and relevant from the relevant portfolio and core functions/purposes • Provide technical inputs and supports necessary from the internal affairs sectors
National Youth Federation	<ul style="list-style-type: none"> • Provide technical inputs and supports necessary and relevant from the relevant portfolio and core functions • Provide advice and guide linkages to any existing marine resources database to the EMIS to be set up through the project implementation
Island Associations of Old Men (Unimwane)	<ul style="list-style-type: none"> • Provide technical inputs and supports necessary and relevant from the relevant portfolio and core functions (relevant only in a involved outer islands, where possible) • Provide technical inputs and supports necessary from the internal affairs sectors
Private Sector, including Fishermen and local Farmers Corporations	<ul style="list-style-type: none"> • Provide technical inputs and supports necessary and relevant from the relevant portfolio and core functions/responsibilities and purposes • Provide advice and guide linkages to any existing marine resources database to the EMIS to be set up through the project implementation

Key partners involved in the project

Key partners of the project were identified at project formulation stage and their respective roles in project implementation were adequately defined in the Management Arrangements section of the project document. The project was executed by Department of Environment (DoE) at the Ministry of Waterways and Environment, as executing agency, working with support from the UNDP as implementing agency. The project strategy identifies Government Ministries and their subsidiary agencies and departments that contribute to generate data on key environmental issues as key project partners.

Assumptions and Risks

Fifteen assumptions and risks were set out in the ProDoc. They were classified as financial, operational, political, and regulatory risk. Managing risks should have been an integral part of the project design. A proper risk assessment should have considered a risk matrix, including both the likelihood of the event and the potential impact on the project. It also should have included hazards identification, vulnerability and exposure assessment, and a solid mitigation plan integrated into the core of project design. External shocks, such as the global economic crises, disease outbreaks or climate disasters, which are very relevant in the case of Kiribati, were not identified at the ProDoc, consequently, there was no mitigation plan in the case of their occurrence. The ProDoc lacked to properly allocate resources to give a robust response to the most relevant risks.

Findings

Project Design/ Formulation

The project design is considered very relevant to the Government's global environmental obligations, national plans, and strategies. The Project is functioning in a policy framework that includes, among others: the National Adaptation Programme of Action (NAPA); the Kiribati National Biodiversity Strategic Actions Plan (Kiribati NBSAP); the National Action Plan (NAP) to address Land Degradation and;; the National Framework for Climate Change and Climate Change Adaptation (NFCCCC); The Kiribati Climate Change Policy (KCCP); The Kiribati Joint Implementation Plan for Climate Change and Disaster Risk Management(KJIP); The Kiribati 20-year Vision 2016-2036 (KV20); the Kiribati Development Plan 2011-2015 and 2016-2019; Making Vision 2021, and the National Sustainable Development Strategy 2011-2021 (NSDS).

The Project was relevant to Sub-Regional UNDAF Outcome 1.1: Improved resilience of PICTs, with particular focus on communities, through integrated implementation of sustainable environmental management, climate change adaptation/mitigation, and disaster risk management (Strengthen knowledge and information management, risk assessment and reporting capacities in environmental, climate and disaster risk management for greater evidence base in decision-making), and to Kiribati UNDAF Outcome 1.1: Resilience strengthened at national and community level through integrated sustainable environment management, climate change adaptation/ mitigation and disaster risk management.

The project was relevant to UNDP Regional programme. Under the area "environmental

management, climate change and disaster risk management” UNDP support the resilience of communities in the region to cope with climate change, and will implement strategies that integrate environmental management, climate change adaptation and mitigation, and disaster risk reduction. Furthermore, the project also was very relevant to contribute to enhance environment data that would feed into the timely development of the State of the Kiribati National Environment Report on an annual and four year basis. It also conforms to Programme Framework 4 of the GEF-5 Cross-Cutting Capacity Development Strategy, which calls for calls “strengthening of capacities to implement the Rio Conventions through improved national environmental management.”

The Project Document followed the standard UNDP/GEF Project document structure. It included 2 components/outcomes, 16 outputs, activities per output and defined targets and indicators.

The Project Document was successful in addressing five main cross-cutting capacity issues and barriers and defining the way to deliver sustainable impact by addressing the critical need to enhance the capacity of relevant policy and institutional stakeholders to enable compliance with the three Rio Conventions and other MEAs by developing institutional capacities for management of the global environmental conventions, developing human resources to mainstream Rio Conventions obligations, and raising awareness of the linkages between Rio Conventions and sustainable development.

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

LFA: The Logframe was reviewed at the beginning of the project during the inception phase, but no changes were made. The PMU and UNDP CO used the original Logframe in their planning and reporting.

Essentially the LF followed the GEF format. It included targets at the outcome and output levels. The **Project** design was sensible, starting with capacity assessments and then assisting the government to enhance their environmental legal and institutional framework.

Strategy: The Project Document established a rational strategy to enhance institutional capacities to manage environmental issues and implement global conventions and help define and develop environmental management standards in Kiribati. The Project strategy focused on strengthening institutional capacities for management of the environment, work towards standards for good environmental management, and enhancing management capacities for implementation of convention guidelines and reporting. The strategy was a well-rounded plan; it addressed the apparent barriers, challenges, and risks, and coherently identified the basis for a plan of action. The project, thus, has made considerable progress towards achieving the project's Objective. Furthermore, the strategy survived through to the inception phase and effectively remains the strategy for the project, as there have been no revisions to the log-frame.

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

Criteria	TE comments
Specific	The LF relates to the project components and outputs and defines corresponding indicators per component/output.
Measurable	Indicators are specific and target-oriented at the output level.

Achievable	Indicators at the output level are linked to measurable targets.
Relevant	Indicators are achievable within the proposed timeframe.
Time-bound	Indicators are not linked to a specific timeframe at the outputs level

Assumptions and Risks

The Project was designed to respond to the capacity constraints and barriers defined in the NCSA assessment. For each expected results at the objective, outcomes and outputs levels, fifteen risks and assumptions were identified during project formulation stage. The risks included political, technical, operational, and financial risks.

Lessons from other relevant projects

The project will build upon existing strategies of the government. The need for better coordination and an enabling environment addressing fully MEA obligations was identified as national priorities during the NCSA process. This project is, therefore, a full response to these needs; it will address these identified capacity gaps. Lessons learned from other relevant projects were incorporated in the Project design. Additionally, the project conforms to several projects and programs implemented by the ECD, GEF, and UNDP. Government representatives and other stakeholders were involved in the collaborative analysis, planning, and implementation of management plans for the global environment.

Stakeholder participation

Stakeholder involvement in this project began with the National Capacity Self-Assessment that took place between 2007 and 2011. The NCSA was implemented an extensive consultation process that involved government ministries and agencies, local government, research organizations, academia, NGOs, civil society, local communities, media, development partners, and other relevant stakeholders. Although this comes several years after the NCSA, there is still institutional memory and commitment of stakeholders, many of whom were consulted in the development of the project during the project preparation phase. Through the NCSA, stakeholders were able to review environmental issues, take stock of progress in addressing these issues as guided by the Conventions, identify gaps in implementation and meeting of obligations, identified causes of these gaps and determined actions to enhance capacity and address the gaps.

The project was developed based on intensive consultations with key stakeholders and has managed to develop some of the critical partnerships with stakeholders at the national mainly with the MELAD and national entities responsible for capacity development at the national and regional level. Relationships with these key stakeholders appeared to be pleasant and there is considerable support. The TE would have expected to see more evidence of partnerships with organizations involved in different fields in relation to the Rio Conventions, such as the academic sectors, private sectors, and national and international non-governmental organizations and development partners. The involvement of the project's key stakeholders has been limited to attending various training workshops, meetings, and project's technical committee. The project has achieved respectable partnerships with relevant stakeholders and has most successfully managed to engage some of the stakeholders listed in the project document, but more

development is needed to institutionalize and strengthen the key stakeholders' engagement.

Replication approach

The project will directly address a national priority that was identified through the NCSA process; it is not about piloting or demonstrating a new approach or a new system. The need for better environmental information is now a priority capacity need in two key policy/programme documents: KIEP and KJIP. Therefore, the project supports the development of a public good that will be used by the public and in particular by decision-makers / policy-makers. Additionally, institutionalization of the training and methodologies would have built a strong baseline of technical capacities. The project will continue to provide resources to transfer knowledge such as dissemination of lessons, training workshops, information exchange, national forums, etc. As a result, it should ensure its sustainability but also its up-scaling to areas of Kiribati, including outer islands. This project will serve as a catalyst of a longer-term approach to Rio Convention implementation by developing a monitoring system and an information system to constitute an environmental data repository and an environmental clearinghouse mechanism in Kiribati to make this information available.

Gender responsiveness of project design

The ProDoc indicated that “the project implementation team will also make every effort to be inclusive, including involving a large number of women in its activities. As much as possible, training activities will include an equal number of men and women. When developing the environmental management information system (outcome 1) and the monitoring system (outcome 2), the project will ensure that collecting data will be gender disaggregated and that reporting environment information will also be gender disaggregated. This approach will facilitate a focus on gender-based environmental issues and gender-based solutions.”. Nevertheless, a gender analysis and action plan was not prepared at the project preparation phase.

Environmental and social safeguards

The project document does not outline any risks related to social and environmental issues. Annex 6 of the ProDoc outlines the Environmental and Social Review Criteria, which basically stated that no further environmental and social review was required.

UNDP comparative advantage

The Government of Kiribati and UNDP CO have worked jointly on implementing the NCSA project and other key initiatives in relation to the environment, sustainable development, good governance, and disaster risk reduction. The UNDP, as the GEF Agency, was selected for this project based on its vast experience in supporting capacity development efforts in Kiribati as well as its presence and experience at regional and global levels. UNDP's ability to provide the needed technical expertise in designing and implementing this kind of project, which is multi-sectoral, in addition to its in-country presence, its key role with regards to advocacy, all these comparative advantages helped UNDP to be in a prime position to provide Kiribati with the needed support. Furthermore, the UNDP comparative advantage lies in its experience in integrating policy in national processes, policies, and frameworks, and in developing/designing and effectively

implementing capacity development initiatives as well as sharing good practices and lessons learned from other countries in the region.

Linkages between the project and other interventions within the sector

The project was hosted at the ECD. The ECD is managing several projects, and this has facilitated the work of the Project by sharing lessons learned, sharing financial and technical resources, and providing the needed logistical and technical support. These projects include inter-alia: South Tarawa Water Supply Project Kiribati; Promoting Outer Island Development through the Integrated Energy Roadmap (POIDIER); Enhancing Whole of Islands Approach to Strengthen Community Resilience to Climate and Disaster Risks in Kiribati; Support to Alignment of Kiribati's National Action Programme to the UNCCD Ten-Year Strategy and Reporting Process; Resilient Islands, Resilient Communities; Enhancing National Food Security in the Context of Global Climate Change; PAS: Grid Connected Solar PV Central Station Project; Increasing Resilience to Climate Variability and Hazards; PAS: Phoenix Islands Protected Area (PIPA); Capacity Building for Sustainable Land Management in Kiribati; Kiribati Adaptation Program - Pilot Implementation Phase (KAP-II). Also, the project was implemented under the UNDP Environment Portfolio which is responsible for implementing several ongoing projects and programs. The Project's team members were collaborating with their colleagues from other projects.

Management arrangement

The Project is being implemented under a national implementation modality (NIM), following the NIM project management implementation guidelines agreed by UNDP and the Government of Kiribati. The ECD is the designated Executing Agency (EA) and main beneficiary. UNDP is the Senior Supplier and the GEF Implementing Agency responsible for transparent practices and appropriate conduct. UNDP has the Project Assurance role, which supports the Project Steering Committee by carrying out objective and independent project oversight and monitoring functions. The Executive is represented by a senior official of ECD, as an individual representing the project ownership to chair the group. The Secretaries from other line ministries (as part of the Development Coordinating Committee (DCC) represents the Government of Kiribati and act as the Senior Beneficiaries of the Project on the basis that the project will be strengthening and integrating Rio Convention provisions into their sectoral policies, legislation, policies and plans, and institutional mandates.

The project management arrangements were developed in the Project Document, presented and agreed during the inception workshop. No changes were adopted during the inception phase, and hence, the Project has followed the proposed structure in the project implementation.

The project management arrangement can be summarized as follows:

- The Project Implementation Agency is UNDP.
- The Project is following the NIM modality.
- The executing agency is ECD.
- The ECD appointed its Director as the National Project Director.
- A Project Manager (PM) is responsible for daily management and actual implementation and monitoring of the project and is accountable to the UNDP Specialist and the National Project Director.
- The project team has its project office in the premises of the ECD.

Project Implementation

The TE consultant has reviewed and assessed the project implementation arrangement and its adaptive management. The following aspects of project implementation have been assessed: the changes to the project design and project outputs during implementation- adaptive management; Partnership arrangements (with relevant stakeholders involved in the country); Feedback from M&E activities used for adaptive management; Project finance; Monitoring and evaluation; design at entry and implementation, and UNDP and Implementation Partner Implementation/ execution coordination, and operational issues.

Achievements of project implementation and adaptive management have been rated in terms of the criteria above at a six-level scale. The following paragraphs provide a complete review and justifications for the rating of the results. The rating and a description of that rating are summarized in the TE Ratings & Achievements table 1.

Inception Phase: According to the UNDP/GEF project management guidelines, the inception phase is considered as an opportunity to unite the project management team, to define the current and near-future status of the project, to discuss and review the project strategy with stakeholders, to put in place the necessary logistics, to develop the first Annual Work Plan (AWP) and to review and refine the Project Logical Framework (LF). The major output of the inception phase should be the Inception Report (IR) and the first AWP, which, on an agreement with the Project Board, should form a necessary flexible basis for implementation. The IW discussed the project's log-frame, work-plan, and have proposed making the needed modifications to the LF, however, no changes were reflected in the IR or the project document.

Adaptive Management

Although the project had witnessed major delays due to the difficulties in hiring the project manager, the international consultants, and the national team, and the turnover of government officials, the TE did not witness any major adaptive management measures.

Partnership arrangements

The Project has established several key partnerships with the main stakeholders, ECD, and other key partners like the Ministry of Internal Affairs, the Ministry of Fisheries and Marine Resources Development and the Ministry of Finance and Economic Development. The project was hosted at the ECD, this has helped the project to be very close to other projects and initiatives led by the MELAD. As a result, the Project was able to build up synergies with other initiatives developed supported by key international donors including other UNDP/GEF projects.

The Project Document made a clear reference to the role of key project stakeholders in project implementation and partnership. Accordingly, the Project should cooperate with a wide range of stakeholders as listed in the project document. These include government agencies, non-governmental organizations, international development partners, donors, local and national non-governmental organizations, and academia. The project managed to include many stakeholders in the project's technical working groups and committees as well as in the comprehensive training program implemented. The overall conclusion is that project management has achieved a certain level of partnership with the relevant national stakeholders, but the established partnership could have been stronger and needs to be further developed.

Feedback from M&E activities used for adaptive management

The monitoring role of the UNDP was satisfactory as the Project Assurance has been active in assisting in the preparation of the project quarterly report and annual progress reports, monthly reports, as well as in preparing for the project review, development of the project AWP, budget reviewing and follow up on the international consultants' works and quality of the deliverables.

Project Finance and co-finance

In line with the UNDP/GEF TE guide, the TE has assessed the differences between the actual expenditure and the leveraged financing and co-financing during the TE presented in Table 3 and 4, which provides an overview of the budgeted expenditures of the GEF Project of US\$ 500,000. As of June 2020, US\$ 426,000 about (85.2%) of the project total budget has been disbursed.

The co-financing commitments at the outset of the project totaled the amount of USD 500,000 from the Government of Kiribati as an in-kind contribution. The review noted that this commitment was confirmed by official letter at the outset of this project. Complete co-financing expenditure information was not received for the evaluation and thus the evaluator can only assume that either reporting was weak or co-financing in the form that was committed was not realized.

Despite no reporting was available for co-financing, the Evaluator confirmed that the Government of Kiribati has contributed with many in-kind resources to the implementation of this project. Their involvement in project activities such as PB meetings, workshops, office overheads and utility costs of the PMU, government staff time dedicated to project activities, government staff travels to monitor and backstop project activities, and logistics involved in organizing project-related meetings and other events are clear evidence to their in-kind contribution. Nevertheless, the realization of in-kind contribution from ECD is difficult to ascertain in monetary terms in the absence of any cost tabulation.

As of November 2019, the confirmed UNDP co-financing amounted to an estimated in-kind contribution of US\$30,000. Concerning audit, the project did not receive disbursements totaling more than or equal to US\$300,000 in any of its implementation years. This meant that according to the UNDP's Programme and Operations Policies and Procedures (before the current revisions of early 2021), under the subject of Financial Management and Implementation Modalities Harmonized Approach to Cash Transfers, the US\$300,000 threshold on cumulative disbursements in a year was not surpassed at any time to trigger an audit for the project. Furthermore, in accordance to good financial oversight, the GEF grant and UNDP contribution were monitored through the UNDP's Atlas system.

Table 3: Project Budget and Expenditures (US\$)

Project Component	Budget Approved		Disbursed as of June 2020					Difference between planned and actual (US\$)	
	2015	2016	2017	2018	2019	2020	Total spent	% of budget	
TOTAL GEF	16,960.13	167,224.68	45,842.65	62,953.87	133,003.28	118.08	426,000	85.2	74,000.00

Table 4: Co-financing of Project Partner (US\$m)

Co-financing(type/source)	UNDP financing (US\$m)		Government (US\$m)		Partner Agency (US\$m)		Total (US\$m)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Loans/Concessions	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
In-kind support	0.03	0.03	0.5	N/A	N/A	N/A	0.03	0.03
Other	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Totals	0.03	0.03	0.5	N/A	N/A	N/A	0.03	0.21
Sources of Co-Financing	Name of Co-financier		Type of Co-financing			Investment Mobilized		Amount (US\$m)
Kiribati Government	MELAD		In-Kind			Investment mobilized		N/A
Donor Agency	UNDP		In-Kind			Recurrent expenditures		0.03
Total Co-Financing								0.03

Monitoring and evaluation: design at entry and implementation

M&E Design at Entry

The project document included the standard UNDP/GEF budgeted monitoring and evaluation plan with a specific budget, timeframe, and responsible parties. UNDP holds the responsibility of following up on the M&E plan which is supposed to be conducted in accordance with the established UNDP and GEF procedures.

In addition to the standard M&E plan, all standard UNDP/GEF M&E tools were included in the project document, including the log-frame, indicators, targets, inception workshop, an inception report, terminal evaluation, learning and knowledge sharing, project's audit, the quarterly and annual progress reports and board meetings. The MTR is not required for this project. Based on the above, the M&E design at project startup is rated as Satisfactory.

Implementation of M&E

The TE reviews the UNDP role as project assurance and considers that it has been correctly applied to this project, due to the following observations:

- The UNDP CO has been very active in (i) preparing project annual progress reports, (ii) preparing, discussing, and finalizing annual work plans in line with the UNDP/GEF guidelines, (iii) following up in financial payments and transactions, and (iv) providing crucial support to mobilize international consultants/advisors to support project implementation.
- The project's M&E activities followed the UNDP/GEF established procedures as the UNDP CO team as well as the Project Team and the NPD have conducted several monitoring exercises including preparation and review of the project progress reports and participation in the project board meetings
- The UNDP provisions of financial resources have also been in accordance with project norms and in the timeframe.

Based on the foregoing assessments, the implementation of the project M&E plan is rated as Moderately Satisfactory. The overall quality of the M&E is also rated Moderately Satisfactory.

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

UNDP and Implementing Partner implementation, coordination, and operational issues

UNDP implementation and oversight

The Senior Supplier is UNDP as GEF Implementing Agency. UNDP has the Project Assurance role, which supports the Project by carrying out objective and independent project oversight and monitoring functions. The key aspects of the UNDP implementation are as follows:

- There have been a significant number of monitoring and review exercises conducted by the UNDP including preparation of the Annual Project Review, and production of the Combined Delivery Report.
- The UNDP has also been very active in reviewing and following up on the project's financial reports, and project AWPS.
- The UNDP provision of financial resources has also been in accordance with project norms and in a timeframe that is supportive of covering the costs of project activities.
- The UNDP CO has facilitated the recruitment and engagement of several consultants (national and international) in the implementation.
- UNDP has offered full support to project implementation, including administrative support as well as high-level support by the participation of the UNDP senior management in project's meetings and activities.
- UNDP followed up on the Project and continuously examined if it is being implemented with a focus on project activities.

UNDP is recognized as a very supportive partner and the Government of Kiribati could see the UNDP comparative advantages mainly in mobilizing international consultants as well as providing the needed technical support and share best practices. From the different verification tools, it was evident that UNDP fulfilled its oversight and supervision responsibilities, with strong 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.

DoE Execution

The project followed the NIM modality; executed by the ECD/MELAD and implemented by the UNDP CO through a PMU with the support of a group of consultants. The MELAD was appointed to serve as Executing Agency. A National Project Director (NPD) was appointed and is actively responsible for financial management and disbursements with accountability to GoK and UNDP. According to the Project Document, the Executive is represented by a senior official of ECD, as an individual representing the project ownership to chair the group. The NPD is the Director General of the ECD.

The Project Management Unit (PMU) is located at ECD. It is administered by a full-time Project Manager (PM) and supported by a full-time Finance Officer. The PM oversees running the project on a day-to-day basis on behalf of the NPD, which is day-to-day management and decision-making for the project with approval from NPD. The Project Finance officer provides project administration, management, and technical support, and the JECE provides technical support to the PM.

The ECD/MELAD has provided the project with the needed in-kind co-financing and has contributed significantly to support the project's activities. The Director General and top management of the ECD is very supportive to the Project and is following up contiguously on its work ensuring project sustainability. Rating for execution by the MELAD is Moderately Satisfactory.

Based on the above assessments, the ratings on project implementation and execution by IA and IP are provided in the following table:

UNDP Implementation/Oversight & Implementing Partner Execution	Rating
Quality of UNDP Implementation/Oversight	Satisfactory
Quality of Implementing Partner Execution	Moderately Satisfactory
Overall quality of Implementation/Oversight and Execution	Moderately Satisfactory

Risk management

Potential risks and assumptions were examined at the Project formulation stage and recorded in the Project Document. There was no evidence available to the TE team demonstrating a formal risk management process executed during Project implementation. The risks and level of risk ratings identified in the ProDoc are assessed in Table below.

Risks	Rating
Political will to provide MELAD with the necessary resources to sustain the EMIS and the CMS	Low
New information is not used and stays stored in computers at MELAD	Low
Communications and national reports are not submitted on time	Low
Project activities and resources do not translate in increasing the capacity of MELAD to provide better environmental information	Low
Lack of relevant expertise in local market may result in delay of required outputs and distortion of targeted deadlines	High
Acquire inadequate hardware within the MELAD context and the EMIS hardware requirements	Low
Political will to accept sharing data among government institutions	Low
No interest from decision-makers to use better environmental information	Medium
There is no regional commitment to share environmental information	Low
The government MELAD is not fulfill its international obligations; including those from the 3 Rio Conventions	Low
Socio-economic pressures do not de-value environmental attitudes and concern	High
New indicators are adopted but they require additional resources to be monitored; which might not be available	High
New standards, norms and procedures are identified but might not be adopted by the Government	Medium

Risks	Rating
The in-service training system for public servants might not be interested in integrating into its catalogue the training curricula developed with the support of the project	Medium
No interest in better integrating environmental information in government decision-making	Medium

As outlined, some of the identified potential risks were indeed realized, and the Project team had variable success in mitigating them. Risks identified by the product with regard to the political will to accept sharing data among government institutions are determined to be low by the TE. The risk associated with the lack of local expertise was high and influenced the timely implementation of the project. Other risks such as financial, regulatory, safety and security are negligible.

Environmental and Social risks

As mentioned in sub-section environmental and social safeguards, when assessed against the various parameters of social and environmental standards at the time of project design, the project was categorized as having “low risk”. When a project is categorized as Low Risk no further social and environmental assessment is required. However, the SES Programming Principles still apply and measures to strengthen human rights and gender quality should be incorporated. Nevertheless, stakeholders have not raised any concerns regarding the project’s social and environmental aspects and no new risks were identified during implementation.

Project Results and Impacts

The achievements of expected project results were evaluated 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/component is analyzed by looking at (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.

Progress towards Objective and Expected Outcomes

The summary of an evaluation of the attainment of objectives and outcomes of the Project are presented in Table 5. The assessment of progress is based on observations, findings, and data collected during the TE, interviews, data provided in the quarterly and annual reports, technical reports reviewed.

The Capacity Development Monitoring and Evaluation Scorecard were developed during the project’s formulation stage. The results of the assessment were considered as a baseline in the revised Log-Frame. The rating of the assessment of achievement of the capacity development program at the time of the TE was moderately satisfactory. The overall results of the Project are rated as Moderately Satisfactory.

Table 5: Project Logical Framework

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Rating	Justifications of Ratings Status to Date
Objective: To improve information management and compliance monitoring in order to achieve global environmental benefits.	1. ECD stated as the primary source for environmental information in Kiribati by a significant number of national, regional and international development partners	Capacity of the main stakeholders for translating environmental information from EMIS into decision-making is low and dispersed over many organizations	50% of stakeholders have benefitted from capacity development activities for better use of this information in decision-making and policy-making	<ul style="list-style-type: none"> Reference to ECD-EMIS in project documents; national strategies, programmes and plans; national assessments State of the environmental reports and communication/national reports sent to Conventions 	S	More than 50 % of stakeholders had been initially involved in various consultations and capacity development activities since 2016 in which an EMIS was introduced. Stakeholders had shown high interest in continue to work to finalize data protocol & MoU for sharing environmental indicators that may ultimately become instrumental in both decision and policy making in this planned EMIS at the national level.
	2. Reported availability of better environmental monitoring information	Collection and use of up-to-date environmental management information is ad-hoc and feebly coordinated	Up-to-date environmental information is being used by policy-makers and also by the public	<ul style="list-style-type: none"> Information products such as newsletters, flyers, articles, etc. Policies referring to this new environmental information 	S	Hardware and software are the first and second pillars of the EMIS that have now been fully established with identified environmental monitoring indicators. The procedure of data collection, entry, analysis, process and interpretation need further progress. Data is not available to the public on the website
	3. Quality of monitoring reports and communications to measure Implementation progress of the Rio Conventions	<ul style="list-style-type: none"> Current reports are produced with limited data, weak analysis trend analysis There are not fully responding to international 	<ul style="list-style-type: none"> Reports present adequate disaggregated data at local level, are informative and present environmental trends over time 	<ul style="list-style-type: none"> ECD reports Environmental reports such as the State of Environment and Communications to the Conventions 	U	The target was not achieved. However, the Enhancing Food Security Project (LDCF1) will take on this aspect from the CB2 project to provide reports that have disaggregated data and informs the relevant government stakeholders of the environmental trends for decision-making purposes.

		requirements.				
	4.Capacity development scorecard rating	<p>Capacity for:</p> <ul style="list-style-type: none"> • Engagement: 3 of 9 • Generate, access and use information and knowledge: 6 of 15 • Policy and legislation development: 3 of 9 • Management and implementation: 3 of 6 • Monitor and evaluate: 1 of 6 (total score: 16/45) 	<p>Capacity for:</p> <ul style="list-style-type: none"> • Engagement: 6 of 9 • Generate, access and use information and knowledge: 10 of 15 • Policy and legislation development: 7 of 9 • Management and implementation: 5 of 6 • Monitor and evaluate: 4 of 6 (total targeted score: 32/45) 	<ul style="list-style-type: none"> • Mid-term review and final evaluation reports, including an updated CD scorecard • Annual PRs • Capacity assess reports 	MS	<p>- Total score: 24/45</p> <p>Engagement:5– stakeholders’ involvement and participation in Project Steering Committee meetings, other consultations/meetings, trainings and workshops. Microsoft Excel, GIS and household survey are few examples of training being conducted and funded by the Project.</p> <p>- Generate, access and use Information and knowledge: 7- Institutional structure is in end process to fully furnish the EMIS operation. However, the level of accessing and use information and knowledge still needs further improvements.</p> <p>- Policy and legislation development: 7- Licensing & Compliance Sections arranged a one-day prosecution training that was facilitated by three prosecutors from Attorney General Office in which most of ECD staff participated. Another prosecutor had been recruited and now works with the Section. Evidently there were a few successful cases that had been fined. In addition, Environment Act is now revised with AG Office prior endorsement to Cabinet that may address confidentiality of collected data through survey in which ECD and other key data suppliers do not have this legal power except the National Statistics Office.</p> <p>-Management and implementation: 4- overall the outputs of the project achieved of approximately 80% however still need further implementation</p>

						to fully produced expected quality outcomes of the Project objectives. - Monitor and Evaluate: 1- As the project still has not fully operationalized the EMIS, the monitoring and evaluate still needs to be improved.
Outcome 1: An operational environmental management information system (EMIS) providing accurate and timely information.	5.An environmental data repository architecture in place	No data architecture is in place to structure environmental information at ECD	Environmental data is stored in a structured way and easily accessible	<ul style="list-style-type: none"> • Technical report • APRs • Web pages 	S	Hardware and software are the first and second pillars of the EMIS that have now been fully established with identified environmental monitoring indicators. More progress on data sharing protocol and human resource is still needed.
Output 1.1: An environmental data repository with standards, norms and protocols to collect, analyze, store and make available accurate, and reliable environmental information related to all three Rio Conventions, and of direct use by decision-makers.	6.Information technologies in place to store the data repository	<ul style="list-style-type: none"> • Limited technology is in place to support data management for an EMIS 	<ul style="list-style-type: none"> • Hardware, communication and networking equipment is in place to store environmental data and provide easy access to this information 	<ul style="list-style-type: none"> • Equipment procured • APRs • Observations 		-Local Area Network [LAN] requires more improvement -Dev Info database cannot be accessed via internet but certain environmental information can be accessed on ECD website and Kiribati Portal -Off-site backup is the remaining task, although devices had already been obtained.

Output 1.2: An information technology architecture in place to store, manage and provide public access to environmental information.	7. Agreements for data sharing in place	<ul style="list-style-type: none"> Information is shared on an ad-hoc basis among institutions following formal requests made at Secretary level 	<ul style="list-style-type: none"> 3-4 agreements are in place between ECD and 3-4 agencies/institutions to share data on a regular basis 	<ul style="list-style-type: none"> Agreements in place Procedures to share data 	MU	Drafted data protocol and MoU has been developed. This task will be followed by the LDCF project.
Output 1.3: Environmental Information available and disseminated to stakeholders.	8. Use of this environmental information in decision-making and policy-making	Limited environmental information is used to develop policies and programmes	3-4 policies, programmes or plans are developed using environmental information from the EMIS	Policy, programme and plan documents	MU	Kiribati Integrated Environment Policy had been reviewed and facilitated by SPREP (Secretariat of Pacific Regional Environment Programme) both at the divisional and national level. The environmental information contributed to the development of Kiribati Adaptation Monitoring and Assessment Tool.
	9. Environmental information is shared regionally and internationally	<ul style="list-style-type: none"> Limited interaction exists at the regional level to share environmental information 	<ul style="list-style-type: none"> 2 regional sharing procedures in place by the end of the project 	Regional procedures in place	U	This target was not achieved by the end of the project. Nevertheless, ECD is currently exploring to share information in the SREP portal.

	10. Quality, quantity and timeliness of reports submitted to conventions	<ul style="list-style-type: none"> • Reports are not submitted on time and do not contain much primary collected data 	<ul style="list-style-type: none"> • National communications/ reports are submitted on time and contain primary data collected by the EMIS 	National communications and reports	U	The target was not achieved by the end of the project. This task will be completed by the Kiribati LDCF1 project as it will operationalize the established EMIS for the purpose serving as its AWS.
	11. Public states higher awareness of environmental information products	Public and decision-makers are not aware about existing environmental information	50% of Members of Parliament are aware about existence of easily accessible environmental information at ECD	<ul style="list-style-type: none"> • Surveys of decision-makers • Citations in newspapers and other media • References in brochures, pamphlets, flyers, etc. 	MU	Awareness to Members of the Parliament is not that consistent and it was merely the issue pamphlets in which this might be fully engaged them.
<p>Outcome 2: A Compliance Monitoring System (CMS) developed and tracking key environmental indicators.</p> <p>Output 2.1: An institutionalized set of environmental indicators.</p>	12. Adequate environmental indicators monitored	<ul style="list-style-type: none"> • The existing set of environmental indicators is not comprehensive and ECDs not respond to the information requirements 	<ul style="list-style-type: none"> • Set of environmental indicators in place and responds to national and international information requirements 	<ul style="list-style-type: none"> • List of official environmental indicators monitored by relevant institutions • Final Evaluation report • State of environment report and National communications/ reports 	MS	A list of 155 environmental monitoring indicators is identified. More progress is needed to achieve the target.

Output 2.2: An operational compliance monitoring system.	13. Adequate national standards, norms, procedures for monitoring these environmental indicators are officially in place	There is no unified set of standards, norms and procedures to collect data, conduct observations and make sampling	Adequate official standards, norms and procedures are in place and use by the relevant institutions	<ul style="list-style-type: none"> List of official standards, norms and procedures Assessment reports Final Evaluation report 	U	Monitoring of identified environmental indicators is still in exploring stage with no actual implementation.
	14. An in-service training programme for public servants include course(s) covering environmental information management and monitoring system	<ul style="list-style-type: none"> There is no training programme for public administrators on environmental information management and monitoring system 	The catalogue of in-service training programme include course(s) on environmental information management and monitoring system	<ul style="list-style-type: none"> Catalogue of in-service training programme Other training programmes APRs 	U	This target was not achieved.

	15. Number of public servants trained by taking the course(s) on EMIS and CMS	<ul style="list-style-type: none"> • 0 	<ul style="list-style-type: none"> • 100 Public Servants are trained using the new training programme 	<ul style="list-style-type: none"> • Proceeding of courses delivered • APRs • Project management reports 	MS	There were about (20 – 30) being trained in using Excel; another (20 – 30) ECD staff managed to undertake household survey training on designing questions, interviewing skills, data analysis using CS Pro; (10 – 20) for GIS training from other sectors including ECD. It is therefore about (50–100) that had undergone a few trainings on data related programs.
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Note on ratings: HS – Highly Satisfactory; S – Satisfactory; MS – Moderately Satisfactory; MU – Moderately Unsatisfactory; U – Unsatisfactory; and HU – Highly Unsatisfactory.

Relevance

All evidence showed that the project is very relevant to the GoK and addressed the highly regarded topic. The key stakeholders and beneficiaries interviewed expressed the added value of the project and emphasized continue the work that has been started is very critical and needed.

The Project has also helped Kiribati in building national and local capacities and making crucial data available to achieve its Sustainable Development Goals (SDGs). The 17 SDGs and the 3 Rio Conventions are intrinsically linked to each other and provide multiple benefits at comparatively low cost and lead towards a sustainable future. The project has been highly relevant to UNDP activities in Kiribati. It contributes to the newly developed UNDP Strategic Plan which proposes a series of signature solutions that can be combined and configured to respond to the development settings outlined above. In light of the aforesaid observations on relevance of project design including conformity and linkage to GEF strategic areas and SDGs choice of project interventions, and partnership arrangements, the project is rated as Satisfactory.

Effectiveness

The Project has made tangible progress towards the achievements of its overall objective “to improve information management and compliance monitoring in order to achieve global environmental benefits”. It specifically helped in “the critical need for new and improved environmental data and environmental analysis to strengthen the foundations of Kiribati's policy and planning frameworks to meet Rio Convention commitments.” The Project objective has been achieved, but most of established targets have been met partially and with some delays. Considering the above-mentioned facts, Effectiveness was rated Moderately Satisfactory.

Efficiency

The rating for project Efficiency is Moderately Satisfactory for the following reasons:

- The Project was efficient as it was hosted within the ECD premises, close to other UNDP and other development partners' projects, and to the Government high-level officials. This has helped in facilitating project management and dealing quickly with the project's operational issues.
- The cost-effectiveness of the project is considered Satisfactory.
- The project's team and consultants were able to provide the technical backstopping. However, the timeline is not in line with the original plans and most of the end targets were partially achieved or not fully achieved.
- The M&E of the project was undertaking according to UNDP and GEF procedures, yet, some aspects could have been enhanced. It was noticed that the some reports do not include the needed analysis, and hence M&E was deemed moderately Satisfactory (MS).
- Project capacity to build needed partnerships during the project's implementation phase is rated as Moderately Satisfactory.
- The involvement of men and women equally into project activities as well as

mainstreaming gender in the project's activities are rated as Satisfactory (S).

- Project capacity and efforts to mobilize the agreed-upon co-financing is rated as satisfactory.
- Annual work planning and budgeting were undertaken as required. However, recurrent deferment of planned activities, under-achievements of planned activities and under-spending reported in periodic reports and project implementation reviews suggest that the planning has not been good at anticipating realistic deliverables for much of the project period.

Overall Project Outcome

Based on the aforesaid assessments and on the ratings for relevance, effectiveness and efficiency the overall project outcome is rated in the table below.

Assessment of Outcomes	Rating
Relevance	Satisfactory
Effectiveness	Moderately Satisfactory
Efficiency	Moderately Satisfactory
Overall Project Outcome Rating	Moderately Satisfactory

Sustainability

The Project's main approach to sustainability is the "the project will support the development of capacities and will establish information systems. These capacities and these systems will be much institutionalized and should continue to operate after the project is completed".

The project's critical feature of sustainability is "project's strategy to sustain its achievements is the learn-by-doing approach. Each project activity will seek the active participation of key stakeholders that are involved in the process that will be addressed by the project." The Project was designed to "The project will build upon existing strategies of the government. The need for better environmental information is well detailed in key policies, plans and programmes of the government. The project is a full response to these needs and will be part of the proposed actions to address this need, which is well articulated in the cabinet endorsed KIEP and the soon-to-be approved KJIP. As a result, the project will become part of the government strategy to address this need, providing good opportunities to institutionalize results along the implementation of the project; hence contributing to the long-term sustainability of project achievements".

The final feature of the project's strategy is through the "project implementation arrangement". The majority of the project activities were constructed as "learn-by- doing activities, the rationale being that government and other stakeholders responsible for environmental planning, decision-making, monitoring, and enforcement are the stakeholders that collaborate on the improved interpretation of environmental and natural resource management legislation from a heightened Rio Convention perspective." The main benefit of having the government executing this project directly is to build their capacities for the long-term implementation of appropriate project activities, and indeed that contributed to their institutionalization. Thus, the project's sustainability rests on the success and replicability of the pilots and demonstrations.

However, an exit strategy was not prepared. The exit strategy should provide the needed details concerning the project's closure, the follow-up actions, and the next steps. Sustainability is generally considered to be 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.

Financial risks were not identified. The GoK is very much interested to continue with the project's activities using its own financial resources.

Social or economic risks were not identified and are considered negligible. However, the project's outcomes and outputs would not have any foreseen impact on the socio-economic context. The ECD 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/deliverables to the ECD work is initiated and will continue by the LDCF1 project. Regarding the Environmental risks to sustainability, there are no activities that may pose any environmental threats to the sustainability of the project's outcomes. All the associated risks are low and thus, the overall rating for Sustainability is Likely. Below is the detailed assessment of the four main risk categories and the overall sustainability rating.

Sustainability	Rating
Financial resources	Likely
Socio-political	Likely
Institutional framework and governance	Likely
Environmental	Likely
Overall Likelihood of Sustainability	Likely

Country Ownership

The project has been addressing a key national priority that was to strengthen the monitoring of the environment and to make environmental information available to policy and decision-makers. The project was formulated on the basis that environmental data and information management that is necessary for making good decisions and planning good interventions was weak, and that ECD needed to identify the proper indicators to monitor and measure the performance of managing the natural resources in Kiribati. The project offered the possibility to tackle the issue from an environmental monitoring point of view. ECD has now an environment data portal and has been developing its capacity to maintain, update and upgrade the platform over time. These achievements are being mainstreamed into the management systems and instruments used by ECD and should be sustained over the long-term.

The country ownership is also evident in the strong interest and participation of high-level government officials in the project's implementation meetings, project review meetings, and project steering committee meetings.

Gender equality and women's empowerment

The project accounts in an acceptable manner for gender differences when developing and applying project activities; the EMIS strengthened gender segregated of data collection and monitoring allowing the report of environment information also is gender disaggregated. This approach promotes a focus on gender-based environmental issues and gender-based solutions. The project can be said to be gender-targeted in that the project results had attention to gender and acknowledge the different needs of men and women beneficiaries.

Cross-cutting Issues

The project was able to mainstream sustainable development and environmental objectives and priorities in the context of Kiribati as expressed in various national strategies and plans as well as in UN and UNDP's country strategies/ programs. It was evident that the Project addresses UNDP priorities of developing the Government's capacity to comply with the Rio Conventions implementation and obligations in national plans. The Project was able to mainstream several priorities, specifically:

- The Project managed to develop the needed capacity of Government officials in key departments, ministries, and agencies. This capacity development efforts will provide support to Kiribati delegation by enhancing evidence-based data and future trends for negotiations in international meetings.
- The Project objectives conform to agreed priorities in the UNDAF and National Development Plans. It is also in-line with the UNDP Regional Strategic Plan 2018-2021.

Catalytic/Replication Effect

The project will directly address a national priority that was identified through the NCSA process; it is not about piloting or demonstrating a new approach or a new system. The need for better environmental information is now a priority capacity need in two key policy/programme documents: KIEP and KJIP. Therefore, the project supports the development of a public good that will be used by the public and in particular by decision-makers / policy-makers. Additionally, institutionalization of the training and methodologies would have built a strong baseline of technical capacities. The project will continue to provide resources to transfer knowledge such as dissemination of lessons, training workshops, information exchange, national forums, etc. As a result, it should ensure its sustainability but also its up-scaling to areas of Kiribati, including outer islands. This project will serve as a catalyst of a longer-term approach to Rio Convention implementation by developing a monitoring system and an information system to constitute an environmental data repository and an environmental clearinghouse mechanism in Kiribati to make this information available.

Progress to Impact

The Project has made advances in environmental information and monitoring systems. For its size, a medium-sized project, the CCCD has had a considerable impact. These can be seen in the many tangible outputs such as:

- The establishment of the EMIS first and second pillars with identified environmental monitoring indicators within the ECD which would ensure the sustainability of the project's impacts.
- The EMIS institutional structure in place.
- The LDCF1 project will complete the task to operationalize the EMIS to provide periodic reports to inform the government stakeholders in-country and also the Rio Conventions platform.
- The EMIS database will be use it to develop the National Adaptation Monitoring and Assessment Tool (AMAT).
- Kiribati Integrated Environment Policy had been reviewed and facilitated by SPREP (Secretariat of Pacific Regional Environment Programme) using the EMIS information.
- Public awareness is initiated on the status of implementation and current issues of three Rio Conventions.
- A wide range of stakeholders had been involved in consultations in which the Environmental Management Information System EMIS was introduced.
- About 100 government officials and representatives are sensitized through the training workshops on data management, mostly organized jointly with the ECD.

Main Findings, Conclusions, Recommendations, Lessons

Main Findings

Project Design: The project document and its results framework was country-driven and addressed key national priorities related to Rio Conventions implementation. The design did not include a Theory of Change and one had to be reconstructed for the purpose, which was used to guide the evaluation in terms of overall project impact. The overall objective, components and outcomes were generally feasible and practical in terms of the time frame of the project. Overall the results framework was clear with SMART indicators.

Project Implementation and Execution: Certain results were not achieved within the timeframe of the project, despite an 18-month extension having been granted. Reasons for this are attributed to delays in procuring consultants (including challenges in finding suitable candidates), forced the project further postpone resulting in the result not being achieved by project closure. Unnecessary delays contributed to the lack of results achievement discussed above. Project finance and expenditure was reported on annually. M&E plan included the basic requirements. Implementation of M&E was done through quarterly and annual reporting and the M&E framework. Risk management was generally well-managed with some exceptions that caused delays in some aspects of the project.

Project results and impacts: Outcome 1 has been mostly achieved. The EMIS is in place and Hardware and software are the first and second pillars of the EMIS that have now been fully

established with identified environmental monitoring indicators. The procedure of data collection, entry, analysis, process and interpretation need further progress. Outcome 2 has not been achieved. The compliance monitoring system is still in exploring stage with no actual implementation.

The project did not manage to fully achieve on all its outputs. Some activities that could have been realistically achieved within the project timeframe were not because of implementation-related, other activities were overly ambitious. Considering the above paragraphs, overall achievement of outputs is moderately satisfactory.

Relevance: The project was well-aligned to country priorities at government level and within the UN country and regional framework.

Efficiency: The project faced several delays. There were some variances between years, but the project was generally cost-efficient in terms of its expenditure in relation to outcome.

Sustainability: Several examples of commitment suggest that project results will be sustained. However, an exit strategy was not prepared.

Gender equality and women's empowerment: The project accounts in an acceptable manner for gender differences when developing and applying project activities.

Cross-cutting Issues: The project was able to mainstream sustainable development and environmental objectives and priorities in the context of Kiribati as expressed in various national strategies and plans as well as in UN and UNDP's country strategies/programs.

Conclusions

The project that was implemented by MELAD is highly relevant for UNDP, GEF, the Government and local stakeholders. The project was also very relevant for GEF's Multifocal Area because it dealt with support to Kiribati's compliance with the Rio conventions, which is corresponding with 3 of GEF's Focal areas.

The Project has had a sustainable effect on enhancing the capacity of relevant policy and institutional stakeholders to enable monitoring and compliance with the three Rio Conventions and other MEAs in Kiribati. The Project facilitated the implementation of a set of capacity development, and measures aimed at targeting and training government staff at the local and national levels on the improved environmental data and environmental analysis to strengthen the foundations of Kiribati policy and planning frameworks to meet Rio Convention commitments. This relatively small project has been money well invested, that would give positive impacts for the institution and the country in the years to come

The Project has achieved key Project's results and some of the Project's targets. Overall, the Project was able to develop institutional capacities for data management of the global environment, using a holistic approach and integrating the Rio Conventions principles, to underpin more complex policy and decision-making processes designed to frame and direct the management and the protection of the environment within the context of global climate change.

The project was unable to achieve the following expected results:

- Reports present adequate disaggregated data at local level are informative and present environmental trends over time.
- Two regional sharing procedures in place by the end of the project.

- National communications/reports are submitted on time and contain primary data collected by the EMIS.
- Adequate national standards, norms, procedures for monitoring the environmental indicators are officially in place.
- The catalogue of in-service training programme include courses on environmental information management and monitoring system

Taking into consideration the complex design of the Project that covered different technical areas and required the involvement of many stakeholders, and the difficulties the project's team had faced during project life cycle, the high turnover of government officials and the unavailability of qualified local consultants, the project overall rating is Moderately Satisfactory. There are many strong and positive indications for potential sustainability.

Recommendations

The following recommendations address specific issues raised in this report.

Table 6. Recommendations Table

Rec #	TE Recommendation	Entity Responsible	Time Frame
A	Category 1: Project achievements and challenges		
A.1	<i>It is recommended to use the project results to advocate for further work on a full set of environmental management indicators and to develop a compliance monitoring system</i>	ECD	End of 2021
A.2	<i>Conduct a meeting of MEA high level staff to discuss combined reporting and compliance monitoring and how it can be managed in the future.</i>	ECD, Ministry of Internal Affairs; Ministry of Fisheries and Marine Resources Development; Ministry of Finance and Economic Development; Ministry of Information, Communications, Transport and Tourism Development;	ASAP
B	Category 2: Gender equality and women's empowerment		
B.1	<i>It is recommended to strengthen gender segregation of data collection and monitoring and promotes the MEAs reporting also is gender disaggregated.</i>	Kiribati Government	Without limit to time frame

C	Category 3: Actions to Follow Up or Reinforce Initial Benefits from the Project		
C.1	<i>Mechanisms should be put in place to facilitate the transfer and/or internalization of capacities built by the project.</i>	Government of Kiribati	End of 2021
C.2	<i>To enhance project sustainability an exit strategy needs to be elaborated to inform participating stakeholders and beneficiaries of project closure and develops a comprehensive strategy to achieve the long-term goal. It is recommended that the project identified a roadmap for the way forward, focusing on the critical milestones to be met in the future. It is recommended that the project organize a Terminal Meeting/Workshop invites all known stakeholders and others who may have an interest in the project's products, services and other benefits.</i>	ECD	ASAP
C.3	<i>The Project described a number of projects/initiatives with which CB2 project could develop synergy and linkages. Synergy and linkages with other projects and initiatives should be proactively sought and developed.</i>	ECD	ASAP
C.4	<i>Partnership development with other related initiatives (such as the LDCF1) is very crucial to ensure that Kiribati has an enhanced capacity of relevant institutions and stakeholder to enable monitor and compliance with the Rio Conventions and other MEAs. Involve key actors and sectors in designing and implementing follow-up initiatives.</i>	ECD	End of 2021
C.5	<i>It is recommended that all activities to prepare convention reports use this EMIS platform. It includes the GEF funded enabling activities and funding from other donors to prepare convention reports. The use of the EMIS will reinforce and demonstrate the usefulness and consolidate the portal.</i>	UNDP, other developments partners	Without limit to time frame
C.6	<i>The TE recommends evaluate options for ongoing capacity support for Kiribati to ensure that momentum is maintained in the area of capacity building for reporting under the Rio Conventions. It is also recommended elaborate an overall assessment of Pacific CB2 projects to identify common issues and constraints and share lessons learned with country partners. Many of the CB2 projects at the regional level have a similar focus and had developed sets of tools, frameworks, legislation, and training manuals and materials. Countries could benefit from these developed materials and hence knowledge sharing between countries and south-south cooperation are very much recommended.</i>	UNDP	End of 2021
D	Category 4: Mobilization of stakeholders and participation of the civil society.		
D.1	<i>Continue engaging stakeholders and supporting enhanced inter-agency communication at the national level. Active participation of all Ministries and local level stakeholders should continue to be encouraged after the project ends to ensure, in particular that the momentum gained be maintained and supported. Additionally, awareness raising activities should be expanded to the general population.</i>	ECD	Without limit to time frame
D.2	<i>It is recommended to build partnerships with the academic community to enhance use the EMIS data and collaborate to improve the system. Identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project sustainability</i>	ECD	Without limit to time frame

Lesson learned

Several lessons learned are presented below. There are based on the review of project documents and analysis of the information collected for this evaluation:

- The absence of timely and well-developed adaptive management measures had not helped to avoid project delay and wasted some of the existing opportunities that would have helped to provide solutions to the different problems and challenges that the project has faced. Incorporate realistic risk assessment and mitigation into project design. In this regard, a more thorough and realistic risk assessment and mitigation is also needed in the project design.
- As a CCCD Project, that is a multi-focal and multi-sectoral, it needs special attention during the project design, implementation and monitoring, and evaluation. UNDP should provide a lot of support at the project development and inception phases to ensure the proper design of the project and then a proper launching during the inception phase. The design did not take in to consideration the long time is needed to undertake some activities mainly the mobilization of international experts and the endorsement of MoU or guidelines by the Government. Ensuring due preparation to avoid delays from the outset.
- When formulating this type of project, it is critical to conduct an extensive assessment of existing capacities in order to design activities and identify expected results, which should be achievable during the lifetime of the project and within its allocated budget. Highly skilled expertise, particularly IT skills, is needed and proposals should be developed in close collaboration and participation of key stakeholders to customize project activities to local realities.
- Implementation challenges and changes were faced by the project. A lesson to be learnt from these challenges is the importance of conducting comprehensive capacity assessments of the executing agency in terms of capacity to manage the project but also to implement certain activities in-house. Taking greater account of capacity limitations in project design and execution and mapping of capacity within the country in relation to specific outputs can enhance results.
- In order to ensure the mainstreaming of gender considerations, it is important that gender-based expected results, indicators and targets be identified during the formulation of the project. Once it is part of the project strategy, mainstreaming gender considerations becomes part of the implementation of the project as well as part of reporting project progress.

Annexes

Annex 1. TE Terms of Reference

Annex 2. List of documents reviewed

Annex 3: Remote Engagement Itinerary

Annex 4. Evaluative Question Matrix

Annex 5. The questionnaire used for the interviews

Annex 6: Evaluation Consultant Agreement Form

Annex 7: Evaluation Report Clearance Form

Annex 8: Summary of Rating Scales

Terms of Reference

Ref:
PN/FJI/002/20

Consultancy Title: Terminal Evaluation (TE) for the Integrating Global Environmental Priorities into Kiribati's National
Policies and Programmes – Kiribati Cross-Cutting Capacity Development Project, (PIMS #: 4936)
Duty Station: Home based with mission travel (pending on the current restrictions) to Kiribati
<p><u>BACKGROUND</u></p> <p>Introduction</p> <p>In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the medium-sized project titled Terminal Evaluation (TE) for the “Capacity Building for Mainstreaming Multi-lateral Environmental Agreements Objectives into the Inter-Ministerial Structures and Mechanisms of the Kiribati Government – Kiribati Cross-Cutting Capacity Development Project” (PIMS #: 4727) implemented through the UNDP/Department of Environment, Ministry of Waterways and Environment. The project started on the 26th of March 2015 and was in its 4th year of implementation when it reached its operational closure date on September 2019. The TE process must follow the guidance outlined in the document ‘Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects’ (E-link).</p> <p>Project Description</p> <p>The project was designed to: improve information management and compliance monitoring in order to achieve g environmental benefits. This objective will be achieved through two components/outcomes:</p> <ol style="list-style-type: none"> 1. The development of an operational environmental management information system (EMIS) providing accurate and ti information: Under this outcome, project resources will be used to develop a comprehensive Environmental Manager Information System (EMIS) at the Environment and Conservation Division that serves to create new and improved environmental data and information. This EMIS will be developed through active collaboration and coordination with work programmes of key stakeholder agencies, research institutions, and other non-government organizations as appropriate to ensure the generation, collection, exchange and distribution of the required data and information. The EMIS will also be accompanied by improved capacities to generate and use new and improved data and information for policy and planning purposes and training will be provided to strengthen institutional and staff capacities to use best practice methodologies in data collection and analysis for environmental mainstreaming and environmental protection and management in the face of global climate change. 2. The development of a compliance monitoring system (CMS) tracking key environmental indicators: The project will support the development of a compliance monitoring system (CMS). It will include the identification of a set of environmental indicators that will provide information on the state of the environment in Kiribati, including the drafting of national reports to international conventions. The CMS would be used as part of the learning and re-tooling (i.e., adaptive collaborative management) of programmes and plans to ensure that their implementation proceed as planned to deliver the agreed-upon objectives and expected outcomes. Under this outcome, the project will support the development

Project Summary Table

Project Title: Integrating Global Environmental Priorities into Kiribati's National Policies and Programmes – Kiribati CCC Project				
GEF Project ID:	5130		<u>at endorsement</u> (Million US\$)	<u>at completion</u> (Million US\$)
UNDP Project:	Atlas Award: 00083621 Atlas Output: 00092010 PIMS # 4936	GEF financing	0.5	0.377
Country:	Republic of Kiribati	IA/EA co-financing	0.03 (in kind)	TBD @ TE
Region:	Asia & Pacific	Government co-financing	0.5 (in kind)	TBD @ TE
Focal Area:	Multi-Focal Areas	Other co-financing	Not applicable	Not applicable
FA Objectives, (OP/SP):	CD2 To generate, access and use information and knowledge CD5 To enhance capacities to monitor and evaluate environmental impacts and trends	Total co-financing	0.53	TBD @ TE
Executing Agency:	Environment and Conservation Division (ECD) Ministry of Environment, Lands and Agricultural Development (MELAD)	Total Project	1.03	TBD @ TE
	1. Ministry of Internal Affairs 2. Ministry of Fisheries and Marine Resources Development; 3. Ministry of Finance and Economic Development	ProDoc Signature (date project began)		5 rd March 20

Kindly note that TBD @ TE simply means 'To be determined during the terminal evaluation'

Terminal Evaluation Purpose

The TE report will assess the achievement of project results against what was expected to be achieved and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. Specifically, the TE will need to:

- assess the effectiveness of the project in structuring consultative and decision-making process that effectively integrates global environmental objectives into existing national environmental legislation and;
- assess the project's contribution to reconciling and strengthening the set of legislative instruments that govern environmental management ensuring that the Government of Kiribati is aligned to its multi-lateral environmental agreement (MEA) obligations.

The TE report promotes accountability and transparency and assesses the extent of project accomplishments.

Terminal Evaluation Objectives and Scope

The objectives of the evaluation are to

- assess the achievement of project results supported by evidence (i.e. progress of project's outcome targets)
- assess the contribution and alignment of the project to relevant national development plan or environmental policies;
- assess the contribution of the project results towards the relevant outcome and output of the Sub Regional Programme Document (SRPD) & United Nations Pacific Strategy (UNPS/UNDAF)
- assess any cross cutting and gender issues
- examination on the use of funds and value for money and;
- draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

Terminal Evaluation Approach and Method

The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects.

The TE report must provide evidence-based information that is credible, reliable and useful.

The TE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisor, direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to (list); executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs, etc. Additionally, the TE team is expected to conduct field missions to (locations), including the following project sites (list). (Adjust text if a mission will not take place. Describe the virtual tools that will be used. See additional text suggestions below.)

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must, however, use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders and the TE team.

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 in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects

1. Interviews using standard questionnaire

A set of questions covering each of these criteria have been drafted and are included with this TOR ([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. In cases of remote engagement due to COVID-19, the questionnaire will be shared in advance with interviewees.

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, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders.

2 In country field missions or Remote engagement and validation

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Travel restrictions to Kiribati has been since 20th of March. Therefore, the evaluator should develop a methodology that takes into account the remote conduction of the TE. This should

include the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the TE Inception Report and agreed with the Commissioning Unit.

If all or part of the TE is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the final TE report.

The evaluator is expected to remotely engage with the implementing stakeholders within the Government of Kiribati, these are:

- i) the Department of Environment, Ministry of Waterways and Environment (the main implementing partner), 19 McGregor Road, Suva;
- ii) Ministry of Economy, Ro Lalabalavu House, Victoria Parade, Suva; and
- iii) Ministry of Agriculture, Hugh Robinson Complex, Grantham Road, Suva

Interviews will be held with the following organizations listed above with their focal points/liaison individuals at a minimum.

Equally, qualified and independent national consultants can be hired to undertake the TE and interviews in country as long as it is safe to do so.

3. Remote engagement with stakeholders

The evaluator will consult with interviewee or key stakeholders on which virtual tool the interviewee is more comfortable with (zoom, skype, WhatsApp, telephone etc.). Interviews by telephone, rather than VOIP, may be more acceptable and reliable in some circumstances. Consider developing interviews with smaller groups, 1-2 people to ensure all voices are heard. Consider overcoming time differences and support in country interviews.

The above remote engagements and considerations should be agreed and clearly outlined in the terminal evaluation inception report.

4. Literature/Desktop review

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual APR, project budget revisions, quarterly 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. Also, to explore a wider range of documentation for extended desk reviews including internal operational data (BTOR etc.), evaluations reports from UN agencies and donors, as well as information from non-traditional sources, as an example social media.

5. Analysis and reporting

Data collated will be analysed and presented based on the evaluation criteria and ratings. Analysis will be provided in matrices, tables to be best present findings and key recommendations. Reporting to be conducted in RBM (results-based management) approach.

6. Presentation of final draft to country office and stakeholders.

The final TE report should describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

Detailed Scope of the Terminal Evaluation

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (see [Annex A](#)), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum covering 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:	

The Findings section of the TE report will cover the topics listed below.

A full outline of the TE report's content is provided in ToR Annex C.

The asterisk “(*)” indicates criteria for which a rating is required.

Findings

i. Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Safeguards
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
- Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)
- Risk Management, including Social and Environmental Standards

iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)
- Sustainability: financial (*), socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

iv. Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.

- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best and worst practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to include results related to gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown in the ToR Annex.

Project finance / 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(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below, which will be included in the terminal evaluation report.

Co-financing (type/source)	UNDP own financing (mill. US\$)		Government (mill. US\$)		Partner Agency (mill. US\$)		Total (mill. US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	NA	NA	NA	NA	NA	NA	NA	NA
Loans/ Concessions	NA	NA	NA	NA	NA	NA	NA	NA
• In-kind support	0.03	TBD @ TE	0.5	TBD @ TE	NA	NA	0.53	TBD @ TE
• Other	NA	NA	NA	NA	NA	NA	NA	NA
Kindly note that:	0.03	TBD @ TE	0.5	TBD @ TE	NA	NA	1.03	TBD @ TE

- NA simply means 'Not Applicable'
- TBD @ TE simply means 'To be determined during the terminal evaluation'

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, improved governance, the prevention and recovery from natural disasters, and gender.

Impact

The evaluators 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.¹

¹ A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROI) method developed by the GEF Evaluation Office: [ROI Handbook 2009](#)

Conclusions, recommendations & lessons

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

Implementation arrangements

The principal responsibility for managing this evaluation resides with the UNDP CO in Kiribati. The UNDP Kiribati CO will contract the evaluator and ensure the timely payments as per the satisfactory deliverables submitted by her/him. The Project Team will be responsible for liaising with the evaluator to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

Terminal Evaluation Timeframe

The total duration of the evaluation will be 25 days according to the following plan:

TE Activity	Timing	Completion Date
Preparation	2 days	18 August 2020
Inception Report	3 days	21 August 2020
Evaluation Mission (Remote Engagement)	10 days	From 26 August to 8 September 2020
Draft Evaluation Report	5 days	15 September 2020
Final Report	5 days	30 September 2020

Evaluation Output and 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. Approximate due date: 21 August 2020	Evaluator submits to UNDP CO
Presentation	Initial Findings	End of evaluation mission. Approximate due date: 10 September 2020	To project management, UNDP CO
Draft Final Report	Full report, (per annexed template) with annexes	One (1) week after the evaluation mission. Approximate due date: 15 September 2020	Sent to CO, reviewed by RTA, PCU, GEF OFPs
Final Report*	Revised report	Within 1 week of receiving UNDP comments on draft. Approximate due date: 30 September 2020	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.

Team Composition

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 conflict of interest with project related activities.

Evaluator Ethics

Evaluation consultants 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'](#)

Resources Provided

- All costs associated with the delivery of this work based on work plans submitted detailing all activities to achieve delivery and timeline.
- Ground transportation to facilitate in-country meetings and consultation will be facilitated only if included in the financial proposal.

- Travel cost to the countries will be facilitated only if included in the financial proposal.
- Visit to stakeholders will be supported by the Project Management Unit (PMU).

Supervision/Reporting

The consultant will be under the direct supervision and will report to the UNDP Kiribati Multi-Country Office (MCO).

Duration of the Contract: Up to 25 working days starting on Friday, 17th August and ending on 30th October 2020

Consultancy Proposal (CV & Financial proposal Template) should be uploaded on UNDP Jobshop website (https://jobs.undp.org/cj_view_jobs.cfm?cur_rgn_id_c=RAS) no later than, 31st July 2020 (Kiribati Time) clearly stating the title of consultancy applied for. Any proposals received after this date/time will not be accepted. Any request for clarification must be sent in writing, or by standard electronic communication to procurement.fj@undp.org. UNDP will respond in writing or by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of inquiry, to all consultants. Incomplete, late and joint proposals will not be considered and only offers for which there is further interest will be contacted. Failure to submit your application as stated as per the application submission guide (Procurement Notice) on the above link will be considered incomplete and therefore application will not be considered.

NOTE:

Proposals must be sent through UNDP job shop web page. Candidates need to upload their CV and financial proposal -using UNDP template-. This should be scanned as 1 document

If the selected/successful Candidate is over 65 years of age and required to travel outside his home country; He/She will be required provide a full medical report at their expense prior to issuance to contract. Contract will only be issued when Proposed candidate is deemed medically fit to undertake the assignment.

Requirement for Qualifications & ExperienceEducation:

- A Master's degree in M&E, environment, development studies, or other closely related field.

Work Experiences:

- Minimum 7 years of relevant professional experience in the area of Development, Environment and Sustainable Development with required technical knowledge in the targeted GEF focal areas: Multi-Focal Areas and Cross Cutting Capacity Development for MEAs
- Minimum of 5 years of project evaluation and/or implementation experience in the result-based management framework and adaptive management, with proven accomplishments in undertaking evaluation for international organizations, preferably with UNDP-GEF
- Knowledge of UNDP and GEF Monitoring and Evaluation Policies
- Excellent English Writing and reporting skills (present at least 3 references of documents prepared).
- Good communication skills and positive interrelation.

Proposal Requirements**Technical Proposal**

- CV
- Statement of how applicant meets requirement
- Names/Contacts of 3 referees

Financial Proposal

- Applicants must send a financial proposal based on a Lump Sum Amount. The total amount quoted shall be all-inclusive and include all costs components required to perform the deliverables identified in the TOR, including professional fee for 25 working days, travel costs, living allowance (if travel restrictions are eased then the days of mission to Kiribati; the 26th August – 8th September, 2020 should be included) and any other applicable cost to be incurred by the Individual Consultant in completing the assignment. The contract price will be fixed output-based price regardless of extension of the herein specified duration. Payments will be done upon completion of the deliverables/outputs.
- In general, UNDP shall not accept travel costs exceeding those of an economy class ticket. Should the Individual Consultant wish to travel on a higher class he/she should do so using their own resources.

Travel:

- Mission travel pending on the easing of the current international travel restrictions, will be required, which is a maximum of 12 travel days (inclusive of travel). Ten (10) of these are working days spent with the Environment and Conservation Division.
- The Advanced and Basic Security in the Field II courses must be successfully completed prior to commencement of travel;
- Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director;
- Consultants are responsible for obtaining any visas and security clearances needed in connection with travel with the necessary support from UNDP;
- The Consultant is required to comply with the UN security directives set forth under <https://dss.un.org/dssweb/>;
- The consultant will be responsible for making his/her own mission travel arrangements in line with UNDP travel policies;
- All related travel expenses will be supported by UNDP funds and will be reimbursed as per UNDP rules and regulations for consultants. Costs for mission airfares, terminal expenses, insurance, and living allowances should not be included in financial proposal;
- Financial proposal to be submitted separate from Technical proposal.

Payment Schedule (if required):

Payments will be done upon completion of the deliverables in the table below:

%	Milestone
10%	At contract signing
40%	Following submission and approval of the 1 st draft terminal evaluation report
50%	Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report

Evaluation

- Cumulative analysis
- The proposals will be evaluated using the cumulative analysis method with a split 70% technical and 30% financial scoring. The proposal with the highest cumulative scoring will be awarded the contract. Applications will be evaluated technically, and points are attributed based on how well the proposal meets the requirements of the Terms of Reference using the guidelines detailed in the table below:
- When using this weighted scoring method, the award of the contract may be made to the individual consultant whose offer has been evaluated and determined as:
 - a) responsive/compliant/acceptable, and
 - b) having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.
- * Technical Criteria weighting; 70%
- * Financial Criteria weighting; 30%
- Only candidates obtaining a minimum of 49 points in the Technical Evaluation would be considered for the Financial Evaluation. Interviews may be conducted as part of technical assessment for shortlisted proposals.

Criteria	Percentage
Qualification	
A Master's degree in M&E, environment, development studies, or other closely related field	15%
Experience	
Minimum 7 years of relevant professional experience in the area of Development, Environment and Sustainable Development with required technical knowledge in the targeted GEF focal areas: Multi-Focal Areas and Cross Cutting Capacity Development for MEAs	20%
Minimum of 5 years of project evaluation and/or implementation experience in the result-based management framework and adaptive management, with proven accomplishments in undertaking evaluation for international organizations, preferably with UNDP-GEF	15%
Knowledge of UNDP and GEF Monitoring and Evaluation Policies.	10%
Excellent English Writing and reporting skills (present at least 3 references of documents prepared).	5%

Good communication skills and positive interrelation.	5%
Technical Criteria	70%
**If necessary interviews shall also be conducted as part of the technical evaluation to ascertain best value for money.	
Financial Criteria – Lowest Price	30%
Total	100%

Proposal Submission: Offerors must send the following documents.
Shortlisted candidates may be contacted for an interview.

Offerors must send the following documents.

- i) **CV including names/contacts of at least 3 referees.**
- ii) **A cover letter indicating why the candidate considers himself/herself suitable for the required consultancy**

Completed template for confirmation of Interest and Submission of Financial Proposal.

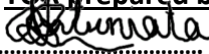
Individuals applying for this consultancy will be reviewed based on their own individual capacity. The successful individual may sign an Individual Contract with UNDP or request his/her employer to sign a Reimbursable Loan Agreement (RLA) on their behalf by indicating this in the Offerors letter to Confirming Interest and Availability

For any clarification regarding this assignment please write to procurement.fj@undp.org

Women candidates are encouraged to apply.

**The Kiribati Office covers Kiribati, Kiribati, Marshall Islands, Micronesia, Nauru, Palau, Solomon Islands, Tonga, Tuvalu and Vanuatu*

TOR prepared by:



Name: Rusiate Ratuniata

Designation: RSD Analyst

Approved by:



Name: Kevin Petrini

Designation: DRR a.i. and RSD Team Leader, UNDP Pacific Office, Kiribati.

Cleared by:



Name: Merewalesi Laveti

Designation: Monitoring and Evaluation Analyst, UNDP Pacific office, Kiribati

Annex 2: List of Documents reviewed**Checklist of Documents Required for the Terminal Evaluation of the Kiribati CCCD Project**

Particulars	Year	Document	Source	Check
Project Approval	2015	Letter of Approval from the GEF CEO	UNDP	
		Signed Project Document	UNDP	
		Delegation of Authority	UNDP	
Project Start-Up	2015 - 2016	Staff contract for the Project Coordinator	ECD, MELAD	
		Staff contract for the Project Finance Personnel	ECD, MELAD	
Project Planning and Implementation	2015	Inception Workshop Report	Kiribati CCCD PMU	
		Annual Workplan and Budget	Kiribati CCCD PMU	
		1 st Quarter Workplan	Kiribati CCCD PMU	
		2 nd Quarter Workplan	Kiribati CCCD PMU	
		3 rd Quarter Workplan	Kiribati CCCD PMU	
		4 th Quarter Workplan	Kiribati CCCD PMU	
	2016	Annual Workplan and Budget	Kiribati CCCD PMU	
		1 st Quarter Workplan	Kiribati CCCD PMU	
		2 nd Quarter Workplan	Kiribati CCCD PMU	
		3 rd Quarter Workplan	Kiribati CCCD PMU	
		4 th Quarter Workplan	Kiribati CCCD PMU	
		2015 – 2016 Annual Project Report	UNDP	
	2017	Annual Workplan and Budget	Kiribati CCCD PMU	
		1 st Quarter Workplan	Kiribati CCCD PMU	
		2 nd Quarter Workplan	Kiribati CCCD PMU	
		3 rd Quarter Workplan	Kiribati CCCD PMU	
		4 th Quarter Workplan	Kiribati CCCD PMU	
		2016 – 2017 Annual Project Report	UNDP	
	2018	Annual Workplan and Budget	Kiribati CCCD PMU	
		1 st Quarter Workplan	Kiribati CCCD PMU	
		2 nd Quarter Workplan	Kiribati CCCD PMU	
		3 rd Quarter Workplan	Kiribati CCCD PMU	
		4 th Quarter Workplan	Kiribati CCCD PMU	
		2017 – 2018 Annual Project Report	UNDP	
	2019	Annual Workplan and Budget	Kiribati CCCD PMU	
		1 st Quarter Workplan	Kiribati CCCD PMU	
		2 nd Quarter Workplan	Kiribati CCCD PMU	
		3 rd Quarter Workplan	Kiribati CCCD PMU	
		4 th Quarter Workplan	Kiribati CCCD PMU	
		2018 – 2019 Annual Project Report	UNDP	
Project Monitoring	2015	2 nd Quarter Progress Report/FACE form	Kiribati CCCD PMU	
		3 rd Quarter Progress Report/FACE form	Kiribati CCCD PMU	
		4 th Quarter Progress Report/FACE form	Kiribati CCCD PMU	
		Signed 2015 CDR	UNDP	

Particulars	Year	Document	Source	Check
	2016	1 st Quarter Progress Report/FACE form	Kiribati CCCD PMU	
		2 nd Quarter Progress Report/FACE form	Kiribati CCCD PMU	
		3 rd Quarter Progress Report/FACE form	Kiribati CCCD PMU	
		4 th Quarter Progress Report/FACE form	Kiribati CCCD PMU	
		Signed 2016 CDR	UNDP	
	2017	1 st Quarter Progress Report/FACE form	Kiribati CCCD PMU	
		2 nd Quarter Progress Report/FACE form	Kiribati CCCD PMU	
		3 rd Quarter Progress Report/FACE form	Kiribati CCCD PMU	
		4 th Quarter Progress Report/FACE form	Kiribati CCCD PMU	
		Signed 2017 CDR	UNDP	
	2018	1 st Quarter Progress Report/FACE form	Kiribati CCCD PMU	
		2 nd Quarter Progress Report/FACE form	Kiribati CCCD PMU	
		3 rd Quarter Progress Report/FACE form	Kiribati CCCD PMU	
		4 th Quarter Progress Report/FACE form	Kiribati CCCD PMU	
		Signed 2018 CDR	UNDP	
	2019	1 st Quarter Progress Report/FACE form	Kiribati CCCD PMU	
		2 nd Quarter Progress Report/FACE form	Kiribati CCCD PMU	
		3 rd Quarter Progress Report/FACE form	Kiribati CCCD PMU	
		4 th Quarter Progress Report/FACE form	Kiribati CCCD PMU	
		Signed 2019 CDR	UNDP	
Project Oversight	2015	Project Board Meeting Agenda	Kiribati CCCD PMU	
		Project Board Meeting Minutes	Kiribati CCCD PMU	
	2016	Project Board Meeting Agenda	Kiribati CCCD PMU	
		Project Board Meeting Minutes	Kiribati CCCD PMU	
	2017	Project Board Meeting Agenda	Kiribati CCCD PMU	
		Project Board Meeting Minutes	Kiribati CCCD PMU	
		Request and Approval Documentations for No- Cost Project Extension	UNDP	
	2018	Project Board Meeting Agenda	Kiribati CCCD PMU	
		Project Board Meeting Minutes	Kiribati CCCD PMU	
	2019	Project Board Meeting Agenda	Kiribati CCCD PMU	
		Project Board Meeting Minutes	Kiribati CCCD PMU	
	2016-2019	Back to Office Reports	UNDP	
	2016-2019	Social Media	UNDP/Kiribati CCCD PMU	
Asset Management	Y1 – Y4	Project Assets List/Register	Kiribati CCCD PMU	

		Project's publication	UNDP/Kiribati PMU	CCCD	
		Capacity Building Score Card	UNDP/Kiribati PMU	CCCD	
		Snap shots of UNDP Risks and issues log	UNDP/Kiribati PMU	CCCD	
		In-kind assistance table	UNDP/Kiribati PMU	CCCD	
		Technical reports produced by the international and national consultants	UNDP/Kiribati PMU	CCCD	
		Project's activities media coverage	UNDP/Kiribati PMU	CCCD	
		Training sessions progress reports	UNDP/Kiribati PMU	CCCD	

Annex 3: Remote Engagement Itinerary

Date and time	Meetings and participants
18 January 2020 Monday	
AM	Meeting with the UNDP Country Office
AM	<p>Meeting with the project team</p> <ul style="list-style-type: none"> Review of the evaluation process Review of the project implementation results
19 January 2020, Tuesday Meetings with Government partners	
PM	<ul style="list-style-type: none"> Department of Environment (DoE) at the Ministry of Waterways and Environment (MoWE) Meeting with National Focal Points of GEF, UNFCCC, UNCDD, and UNCBD <p>Members of the National Adaptation Steering Committee, National Biodiversity Planning Committee and others relevant committees</p>
20 January 2020 November 2020, Wednesday Meetings with Government partners	
PM	Meeting with focal point of the Ministry of Finance, Strategic Planning, National Dev & Statistics (MFSPNDS)
PM	<ul style="list-style-type: none"> Ministry of Primary Industries (MPI) including the Department for Agriculture, Fisheries & Forestry
21 January 2020, Thursday Meetings with Government partners	
PM	<p>Meeting with focal point of the:</p> <ul style="list-style-type: none"> The Ministry of Waterways and Environment (MOWE) Ministry of Foreign Affairs and International Cooperation (MFAIC) National Environment council (NEC)
22 January 2020, Friday Focus groups meeting with stakeholders	
AM	Meeting with stakeholders CSOs , Academia, CBO/Faith based organizations and private sector.
PM	

Annex 4. Evaluation Criteria Matrix

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?			
<ul style="list-style-type: none"> Is the project relevant to Kiribati's environmental policies and Kiribati National development plan? 	<ul style="list-style-type: none"> Degree to which the project supports national environmental objectives Degree of coherence between the project and national priorities, policies and strategies Appreciation from national stakeholders with respect to adequacy of project design and implementation to national realities and existing capacities Level of involvement of government officials and other partners in the project design process 	<ul style="list-style-type: none"> Project documents National policies and strategies Key project partners 	<ul style="list-style-type: none"> Documents analyses Interviews with project partners
<ul style="list-style-type: none"> Is the project relevant to United Nation Pacific Strategy for the country? 	<ul style="list-style-type: none"> Existence of a clear relationship between the project objectives and the United Nation Pacific Strategy for the country 	<ul style="list-style-type: none"> Project documents Regional Programme Document (SRPD) and UN Pacific Strategy (UNPS/UNDAF) 	<ul style="list-style-type: none"> Documents analyses f UNDP website f Interviews with UNDP officer
<ul style="list-style-type: none"> Is the project relevant to UNDP Pacific's Sub Regional Programme Document? 	<ul style="list-style-type: none"> Existence of a clear relationship between the project objectives and UNDP Pacific's Sub Regional Programme Strategy 	<ul style="list-style-type: none"> Regional Programme Document (SRPD) and UN Pacific Strategy (UNPS/UNDAF) 	<ul style="list-style-type: none"> Documents analyses f
<ul style="list-style-type: none"> Is the project addressing the needs of the targeted beneficiaries? 	<ul style="list-style-type: none"> Needs of target beneficiaries compared with project activities and results Strength of the link between expected results from the project and the needs of relevant stakeholders f Degree of involvement and inclusiveness of 	<ul style="list-style-type: none"> Project partners and stakeholders Needs assessment studies Project documents 	<ul style="list-style-type: none"> Document analysis Interviews with relevant stakeholders

	stakeholders in project design and implementation		
<ul style="list-style-type: none"> Is the project specifically addressing gender issues and contributes towards gender equality? 	<ul style="list-style-type: none"> Degree gender issues are taken into account in project formulation and implementation Degree to which project contributed to greater consideration of gender aspects, (i.e. project team composition, gender-related aspects of global environmental issues, stakeholder outreach to women's groups, etc). Gender segregation of data collection and monitoring Level of gender issues raised outlined in project documents Other example(s) of how the initiative contributes to gender equality. 	<ul style="list-style-type: none"> Project documents Key project stakeholders 	<ul style="list-style-type: none"> Documents analyses Interviews with project partners and relevant stakeholders
<ul style="list-style-type: none"> How is the project complementary to the actions of other stakeholders active in the country/region? 	<ul style="list-style-type: none"> Degree to which project was coherent and complementary to the actions of stakeholders active in the country and region.. 	<ul style="list-style-type: none"> Documents from other stakeholders activities f Project document Key project stakeholders 	<ul style="list-style-type: none"> Documents analyses f Interviews with project partners and relevant stakeholders
<ul style="list-style-type: none"> Is the project internally consistent in its design? 	<ul style="list-style-type: none"> Level of coherence between project expected results and project design internal logic f Level of coherence between project design and project implementation approach Level of coherence between project duration and project outcomes Coherence of project design with GEF and national environmental priorities 	<ul style="list-style-type: none"> Program and project documents f Key project stakeholders 	<ul style="list-style-type: none"> Document analysis f Individual semi-structured interviews
<ul style="list-style-type: none"> Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved? 			
<ul style="list-style-type: none"> Are the activities and outputs of the project consistent with the project's goals and objectives? 	<ul style="list-style-type: none"> project results framework and logframe 	<ul style="list-style-type: none"> Project documents Data reported in project annual and quarterly reports 	<ul style="list-style-type: none"> Documents analysis Interviews with project team f Interviews with relevant stakeholders

<ul style="list-style-type: none"> To what extent has the delivered project outputs contributed to the achievement of its expected outcomes? 	<ul style="list-style-type: none"> Agreement between project outputs with expected outcomes Output level indicators of results framework 	<ul style="list-style-type: none"> Project documents Project progress report 	<ul style="list-style-type: none"> Document analysis
<ul style="list-style-type: none"> Were the project's expected targets against the outcomes achieved? 	<ul style="list-style-type: none"> Results framework indicators Compliance with expected outcomes (%) Assessment by key project stakeholders 	<ul style="list-style-type: none"> Project reports Policy documents Key stakeholders Tangible products 	<ul style="list-style-type: none"> Documents analysis Interviews with project team f Interviews with relevant stakeholders
<ul style="list-style-type: none"> How was risk managed during the project? 	<ul style="list-style-type: none"> Completeness of risk identification and assumptions during project planning and design f Quality of risk mitigations strategies developed and followed 	<ul style="list-style-type: none"> Project documents f UNDP, project team, and relevant stakeholders 	<ul style="list-style-type: none"> Document analysis f
<ul style="list-style-type: none"> What are the lessons learnt from the project in terms of effectiveness? 	<ul style="list-style-type: none"> Effectiveness for each component and lessons learned of these for future projects 	<ul style="list-style-type: none"> Project documents Project team and relevant stakeholders Data reported in project annual and quarterly reports 	<ul style="list-style-type: none"> Data analysis Individual semi-structured interviews
<ul style="list-style-type: none"> Which changes could have been made in project's design to improve its effectiveness? 	<ul style="list-style-type: none"> Effectiveness in achieving the expected outcomes and objectives (%) Effectiveness for each component and lessons learned of these for future projects 	<ul style="list-style-type: none"> Project documents Project team and relevant stakeholders Data reported in project annual and quarterly reports 	<ul style="list-style-type: none"> Data analysis Individual semi-structured interviews
<ul style="list-style-type: none"> How could the project have been more effective in achieving results? 	<ul style="list-style-type: none"> Indicators in project document results framework and log frame Effectiveness in achieving the expected outcomes and objectives (%) 	<ul style="list-style-type: none"> Project documents Project team and relevant stakeholders Data reported in project annual and quarterly reports 	<ul style="list-style-type: none"> Data analysis Interviews
<ul style="list-style-type: none"> Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards? 			
<ul style="list-style-type: none"> Was adaptive management needed and used to ensure efficient use of resources? 	<ul style="list-style-type: none"> Reported adaptive management measures response to changes in context 	<ul style="list-style-type: none"> Project progress reports. 	<ul style="list-style-type: none"> Desk Review and Individual semi-

		<ul style="list-style-type: none"> • project staff 	structured interviews
<ul style="list-style-type: none"> • Were the accounting and financial systems in place adequate? 	<ul style="list-style-type: none"> • Efficient financial delivery • Quality of standards for financial and operative management. • Perception of management efficiency by project partners and project staff 	<ul style="list-style-type: none"> • Financial expenditure reports • Combined Delivery Reports • PSC meeting minutes • PIRs • Final co-financing report • project partners and project staff 	<ul style="list-style-type: none"> • Desk review • Individual semi-structured interviews
<ul style="list-style-type: none"> • Were progress reports produced in a timely manner and in compliance to project reporting requirements? 	<ul style="list-style-type: none"> • Level of compliance with project reporting requirements in timely manner 	<ul style="list-style-type: none"> • Project progress reports. 	<ul style="list-style-type: none"> • Desk review
<ul style="list-style-type: none"> • Was project implementation as cost-effective as originally envisaged? 	<ul style="list-style-type: none"> • Percentage of expenditures in proportion with the results 	<ul style="list-style-type: none"> • Progress reports, PIRs 	<ul style="list-style-type: none"> • Desk review
<ul style="list-style-type: none"> • Was the expected co-finance leveraged as initially expected? 	<ul style="list-style-type: none"> • Committed co-finance realized • Level of co-financing in relation to the original planning 	<ul style="list-style-type: none"> • Projects accounting records and audit reports • Financial reports 	<ul style="list-style-type: none"> • Desk review
<ul style="list-style-type: none"> • Were the reported lessons learnt shared among project stakeholders for subsequent improvement of project implementation? 	<ul style="list-style-type: none"> • Knowledge transfer (i.e., dissemination of lessons through project result documents, training workshops, information exchange, a national and regional forum, etc). • Number of dedicated follow-up activities to systematically document and disseminate project knowledge and lessons learned • Reported adaptive management measures 	<ul style="list-style-type: none"> • PIRs • Knowledge transfer products • Key Stakeholder 	<ul style="list-style-type: none"> • Desk review • Individual semi-structured interviews and focus groups
<ul style="list-style-type: none"> • Which partnerships and networking were facilitated among stakeholders? Be specific to mention any legal agreements or memorandum of understanding signed to ascertain partnership 	<ul style="list-style-type: none"> • Specific activities conducted to support the development of cooperative arrangements between partners • Examples of supported partnerships • Evidence that particular partnerships will be sustained • Types/quality of partnership cooperation methods 	<ul style="list-style-type: none"> • legal agreements or memorandum of understanding documents • Project partners and relevant stakeholders 	<ul style="list-style-type: none"> • Document analysis • Individual semi-structured interviews and focus groups

	utilize		
<ul style="list-style-type: none"> Was local capacity and know-how adequately mobilized? 	<ul style="list-style-type: none"> Proportion of expertise utilized from international experts compared to national experts Number/quality of analyses done to assess local capacity potential and absorptive capacity 	<ul style="list-style-type: none"> Project documents and evaluations UNDP Beneficiaries 	<ul style="list-style-type: none"> Document analysis Individual semi-structured interviews and focus groups
Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?			
<ul style="list-style-type: none"> Were sustainability issues adequately addressed at project design? 	<ul style="list-style-type: none"> To what extent does the exit strategy take into account the following: i) Political factors (support from national authorities) ii) Financial factors (available budgets) iii) Technical factors (skills and expertise needed) iv) Environmental factors (environmental appraisal) Completeness of risk identification and assumptions during project planning and design 	<ul style="list-style-type: none"> Project documents project team and relevant stakeholders 	<ul style="list-style-type: none"> Document analysis Individual semi-structured interviews and focus groups
<ul style="list-style-type: none"> Is there evidence that some partners and stakeholders will continue their activities beyond project termination? And if such partners/stakeholders were identified, which ones were they? 	<ul style="list-style-type: none"> Degree to which project partners and stakeholders see that it is in their interest that project benefits continue to flow. Estimations of the future budget of key stakeholders. Partners/stakeholders committed to support project results after the project closed and sources of funding. 	<ul style="list-style-type: none"> Policy documents produced by project partners/stakeholders Key project stakeholders 	<ul style="list-style-type: none"> Document analysis Individual semi-structured interviews and focus groups
<ul style="list-style-type: none"> Which are the main risks to the continuation of policies and actions initiated by the projects? (financial, institutional, socioeconomic, environmental) 	<ul style="list-style-type: none"> Risk mitigations strategies developed and followed Definition of on-going activities that pose threat to the sustainability of project results 	<ul style="list-style-type: none"> Evaluation reports Progress reports UNDP programme staff 	<ul style="list-style-type: none"> Desk reviews of secondary data Interviews with UNDP programme staff
<ul style="list-style-type: none"> Are project actions and results being scaled up or replicated elsewhere in the region? 	<ul style="list-style-type: none"> example(s) of actions taken to scale up or replicated the project Reference by other projects/programs 	<ul style="list-style-type: none"> Project reports UNDP Pacific's Sub Regional Programme 	<ul style="list-style-type: none"> Desk reviews of documents and secondary data

	<ul style="list-style-type: none"> Capacity building and training of individuals, and institutions to expand the project's achievements in the country or other regions. 	Document <ul style="list-style-type: none"> UNDP programme staff 	<ul style="list-style-type: none"> Interviews with UNDP programme staff
<ul style="list-style-type: none"> Did the project adequately address institutional and financial sustainability issues? 	<ul style="list-style-type: none"> To what extent does the exit strategy take into account the following: – Political factors (support from national authorities) – Financial factors (available budgets) – The current policy and regulatory framework sustain project-developed mechanisms 	<ul style="list-style-type: none"> Programme documents f Annual Work Plans f Evaluation reports 	<ul style="list-style-type: none"> Document analysis
<ul style="list-style-type: none"> How is the beneficiary planning to mainstream the lessons learnt to ensure quality reporting to the global platforms? 	<ul style="list-style-type: none"> Example(s) of the beneficiary plans to mainstream the lessons learned to ensure quality reporting to the global platforms 	<ul style="list-style-type: none"> Key project stakeholders 	<ul style="list-style-type: none"> Individual semi-structured interviews and focus groups
<ul style="list-style-type: none"> Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status? 			
<ul style="list-style-type: none"> How likely is the project to achieve its long-term goal? 	<ul style="list-style-type: none"> Changes in capacity: <ul style="list-style-type: none"> To pool/mobilize resources To provide an enabling environment, For reporting of related strategies and programmes through adequate institutional frameworks and their maintenance Changes to the quantity and strength of barriers such as change in: <ul style="list-style-type: none"> Weaknesses in the institutional framework for reporting to the global platforms Inefficiencies in the administration, adequacy, allocation and effectiveness in reporting to the global platforms 	<ul style="list-style-type: none"> Key project stakeholders 	<ul style="list-style-type: none"> Individual semi-structured interviews and focus groups
<ul style="list-style-type: none"> Are stakeholders more aware about the project's contribution towards setting up an EMIS and ensuring that it is operational? Which ones? 	<ul style="list-style-type: none"> Assessment by key project stakeholders 	<ul style="list-style-type: none"> Key project stakeholders 	<ul style="list-style-type: none"> Individual semi-structured interviews and focus groups

<ul style="list-style-type: none"> What is the impact of the project for the citizens of Kiribati in terms of awareness about the government's commitment to reporting its updated environmental data to the global platforms of the Rio conventions? 	<ul style="list-style-type: none"> Assessment by key project stakeholders 	<ul style="list-style-type: none"> Key project stakeholders 	<ul style="list-style-type: none"> Individual semi-structured interviews and focus groups
<ul style="list-style-type: none"> What are the level of influence and visibility of the project in Kiribati in promoting sustainable development? 	<ul style="list-style-type: none"> Citations in newspapers Social media metrics 	<ul style="list-style-type: none"> Project reports References in brochures, pamphlets, flyers, etc Project's activities media coverage Social Media 	<ul style="list-style-type: none"> Desk reviews of documents and secondary data Individual semi-structured interviews and focus groups

Cross-cutting issues: To what extent has the project promote the UN values from a human development perspective?			
<ul style="list-style-type: none"> To what extent did the initiative support the government in monitoring achievement of MDGs? 	<ul style="list-style-type: none"> What assistance has the initiative provided supported the government in promoting human development approach and monitoring MDGs? - 	<ul style="list-style-type: none"> Project documents Evaluation reports HDR reports MDG reports 	<ul style="list-style-type: none"> Desk review Interviews with Government partners
<ul style="list-style-type: none"> Is the project specifically addressing gender issues and contributes towards gender equality? 	<ul style="list-style-type: none"> Degree gender issues are taken into account in project formulation and implementation Degree to which project contributed to greater consideration of gender aspects, (i.e. project team composition, gender- related aspects of global environmental issues, stakeholder outreach to women's groups, etc). Gender segregation of data collection and monitoring Level of gender issues raised outlined in project documents Other example(s) of how the initiative contributes to gender equality. 	<ul style="list-style-type: none"> Project documents Key project stakeholders 	<ul style="list-style-type: none"> Documents analyses Interviews with project partners and relevant stakeholders
<ul style="list-style-type: none"> To what extent was the UNDP initiative designed to appropriately incorporate in each outcome area contributions to attainment of gender equality? 	<ul style="list-style-type: none"> example(s) of how the initiative contributes to gender equality. Can results of the programme be 	<ul style="list-style-type: none"> Project documents Evaluation reports 	<ul style="list-style-type: none"> Desk review Interviews with UNDP staff and

<ul style="list-style-type: none"> To what extent did UNDP support positive changes in terms of gender equality and were there any unintended effects? 	disaggregated by sex?	<ul style="list-style-type: none"> UNDP staff Government partners Beneficiaries 	Government partners
<ul style="list-style-type: none"> How did the UNDP initiative take into account the plight and needs of vulnerable and disadvantaged to promote social equity, for example, women, youth, disabled persons? 	<ul style="list-style-type: none"> example(s) of how the initiative takes into account the needs of vulnerable and disadvantaged groups, for example, women, youth, disabled persons. How has UNDP programmed social inclusion into the initiative? 	<ul style="list-style-type: none"> Project documents Evaluation reports UNDP staff Government partners Beneficiaries 	<ul style="list-style-type: none"> Desk review Interviews with UNDP staff and Government partners
<ul style="list-style-type: none"> To what extent the programme successfully mainstreaming other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters? 	<ul style="list-style-type: none"> Stakeholder perceptions of Programme contributions to the work of UNDP 	<ul style="list-style-type: none"> UNDP staff Government partners Stakeholders 	<ul style="list-style-type: none"> Interviews

Annex 5. Questionnaire used for the interviews

Below listed questions will be used in the interviews. Not all questions will be asked to each interviewee. These questions were used as a reminder for the TE consultant about the type of information required to complete the review exercise and a guide to prepare the semi- structured interviews. The questionnaire will be shared in advance with interviewees.

Government Partners

I. RELEVANCE - How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?

1. Is the project relevant to Kiribati's environmental policies and Kiribati national development plan?
2. Is the project relevant to United Nation Pacific Strategy for the country?
3. Does the Project address the needs of target beneficiaries?
4. Is the Project internally coherent in its design?

II. EFFECTIVENESS – To what extent have the expected outcomes and objectives of the project been achieved?

1. Are the activities and outputs of the project consistent with the project's goals and objectives?
2. How is risk and risk mitigation being managed?
3. To what extent has the delivered project outputs contributed to the achievement of its expected outcomes?
4. Were the project's expected targets against the outcomes achieved?

III. EFFICIENCY - Was the project implemented efficiently, in-line with international and national norms and standards?

1. Was adaptive management used or needed to ensure efficient resource use?
2. Were progress reports produced in a timely manner and in compliance to project reporting requirements?
3. Was project implementation as cost-effective as originally envisaged?
4. Were the accounting and financial systems in place adequate?

Stakeholders

I. RELEVANCE - How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?

1. How is the project complementary to the actions of other stakeholders active in the country/region?
2. Is the project relevant to Kiribati's environmental policies and Kiribati national development plan?
3. Does the Project address the needs of target beneficiaries?

II. EFFECTIVENESS – To what extent have the expected outcomes and objectives of the project been achieved?

5. What are the lessons learnt from the project in terms of effectiveness?

III. EFFICIENCY - Was the project implemented efficiently, in-line with international and national norms and standards?

5. How could the project have been more effective in achieving results?
6. How is risk and risk mitigation being managed?
7. Were the reported lessons learnt shared among project stakeholders for subsequent improvement of project implementation?
8. Which partnerships and networking were facilitated among stakeholders? Be specific to mention any legal agreements or memorandum of understanding signed to ascertain partnership
9. Was local capacity and know-how adequately mobilized?

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

1. What is the impact of the project for the citizens of Kiribati in terms of awareness about the government's commitment to reporting its updated environmental data to the global platforms of the Rio conventions?
2. Are stakeholders more aware about the project's contribution towards setting up an EMIS and ensuring that it is operational? Which ones?
3. What are the level of influence and visibility of the project in Kiribati in promoting sustainable development?

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

1. Were sustainability issues adequately addressed at project design?
2. Is there evidence that some partners and stakeholders will continue their activities beyond project termination? And if such partners/stakeholders were identified, which ones were they?
3. How is the beneficiary planning to mainstream the lessons learnt to ensure quality reporting to the global platforms?

UNDP Country Office

I. RELEVANCE - How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?

4. How is the project complementary to the actions of other stakeholders active in the country/region?
5. Is the project relevant to Kiribati's environmental policies and Kiribati national development plan?
6. Is the project relevant to United Nation Pacific Strategy for the country?
7. Is the project relevant to UNDP Pacific's Sub Regional Programme Document?

II. EFFECTIVENESS – To what extent have the expected outcomes and objectives of the project been achieved?

1. What are the lessons learnt from the project in terms of effectiveness?
2. Which changes could have been made in project's design to improve its effectiveness?

III. EFFICIENCY - Was the project implemented efficiently, in-line with international and national norms and standards?

10. Were progress reports produced in a timely manner and in compliance to project reporting requirements?
11. How is risk and risk mitigation being managed?

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

4. What are the level of influence and visibility of the project in Kiribati in promoting sustainable development?

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

4. Were sustainability issues adequately addressed at project design?
5. How is the beneficiary planning to mainstream the lessons learnt to ensure quality reporting to the global platforms?

VI CROSS-CUTTING ISSUES - Cross-cutting issues: To what extent has the project promote the UN values from a human development perspective?

1. How did the UNDP initiative take into account the plight and needs of vulnerable and disadvantaged to promote social equity, for example, women, youth, disabled persons?
2. To what extent the programme successfully mainstreaming other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters?
3. To what extent was the UNDP initiative designed to appropriately incorporate in each outcome area contributions to attainment of gender equality?
4. To what extent did UNDP support positive changes in terms of gender equality and were there any unintended effects?

Annex 6: UNEG Code of Conduct for Evaluators

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals and targets: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism).

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 an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

Evaluation Consultant Agreement Form

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

Name of Evaluator: LEANDRO FERNANDEZ

Name of Consultancy Organization (where relevant): Not applicable

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

Signed at Buenos Aires (Place) on 26 February (Date)

Signature:



Annex 7: TE Report Clearance Form

Terminal Evaluation Report for Kiribati CCCD Project & PIMS ID: 4936 Reviewed and Cleared By:

Commissioning Unit (M&E Focal Point)

Name: Merewalesi Laveti

Signature: Merewalesi Laveti Date: 17 March 2021

Regional Technical Advisor (Project Preparation Coordination Team Lead)

Name: Mr Adnan Kareem

Signature: Adnan Kareem Date: 18 March 2021

Annex 8: Summary of Rating Scales

Monitoring & Evaluation Ratings Scale

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

Implementation/Oversight and Execution Ratings Scale

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

Outcome Ratings Scale - Relevance, Effectiveness, Efficiency

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

Sustainability Ratings Scale

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