

Building capacity for LDCs to participate effectively in intergovernmental climate change processes

Mid-term Review – Final Report



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Acronyms and Abbreviations

CAF	Cancun Adaptation Framework
COP	Convention of Parties
FAO	Food and Agriculture Organisation
GEF	Global Environment Facility
GIZ	Gesellschaft für Internationale Zusammenarbeit
GSP	Global Support Programme
GWP	Global Water Partnership
ID	Identity
IFAD	International Fund for Agricultural Development
LDC	Least Developed Country
LDCF	Least Developed Countries Fund
MDG	Millennium Development Goal
MTR	Mid-Term Review
NAP	National Adaptation Plan
NC	National Communication
PB	Project Board
PIR	Project Implementation Review
PMIS	Project Management Information System
ROAP	Regional Office for Asia and the Pacific
SB	Subsidiary Body
SCCF	Special Climate Change Fund
SDG	Sustainable Development Goal
SMART	Specific, Measurable, Assignable, Realistic, Time-related
TNA	Technology Needs Assessment
UNDP	United Nations Development Programme
UN Environment	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNISDR	United Nations International Strategy for Disaster Reduction
UNITAR	United Nations Institute for Training and Research
WHO	World Health Organisation



Executive Summary

Project Title: Building capacity for LDCs to participate effectively in intergovernmental climate change processes

GEF Project ID (PMIS #): 5615	GEF approval date: 07 August 2014
Country(ies): LDC developing countries	UN Environment approval date: 13 January 2015
Region: Global	UNDP approval date: 23 October 2014
Focal Area: Climate Change	Date of first disbursement: 2 nd February 2015
GEF Focal Area Strategic Objective: Climate Change Adaptation	Midterm Review completion date: May 2018
Project type: FSP	Planned duration: 30 months
Executing Agencies/ Implementing Partners: UN Environment /ROAP and UNDP	Expected completion date: March 2019
Other execution partners: UNDP, GEF, UNFCCC, UNITAR, IIED, LDC Group	
Project Financing	<i>Cost to the LDCF (US\$):</i>
	<i>4,000,000</i>
	<i>at Midterm Review (US\$):</i>
	<i>2,533,824 (as of February 2018)</i>
	<i>Total costs (US\$): 19,232,380</i>

The project responds to a request to the GEF/LDCF by the Parties at the COP 17 to provide technical support to enable LDCs to participate and negotiate more effectively during UNFCCC processes. The goal of the project is to support LDCs to effectively engage in and implement the outcomes of intergovernmental climate change negotiations. The project objective is to strengthen institutional and technical capacities in LDCs for more effective participation in intergovernmental climate change negotiations and coordination of climate change efforts. This is expected to be achieved through i) enhancing the negotiation skills and technical knowledge of LDCs for intergovernmental climate change negotiation; ii) strengthening the existing capacity and level of expertise of well-capacitated LDC negotiators and delegations; iii) establishing and strengthening national coordination mechanisms to improve the communication of climate change-related information between line ministries, socio- economic sectors and other stakeholders; iv) translating and disseminating knowledge products on climate change negotiations through existing networks and climate change-related forums; and v) strengthening South-South and North-South cooperation and knowledge exchange.

This 30-month project, funded by the GEF-LDCF at US\$ 4 million, comprises three complementary components to achieve its objective: i) the role of LDCs in intergovernmental climate change negotiations (overseen by UNDP); ii) national systems/institutions for coordinating climate change information in LDCs (overseen by UN Environment); and iii) knowledge management (overseen by UNDP and UN Environment).

Project progress summary

The LDCF-funded project aims to build capacities among LDCs to participate and negotiate during UNFCCC processes. The project was developed through a country-driven and participatory approach. Consultations with stakeholders from the LDCs and experts in capacity-building interventions informed its design, which responds to the specific needs of countries and regions. The main achievements of the project so far are described below.



- Regional trainings and workshops have been organised in close consultation with countries to build capacities among negotiators and enhance peer-to-peer exchange between countries. The trainings strengthened the technical and policy capacity of the LDCs from all regions and promoted South-South cooperation.
- E-learning materials have been developed to be accessible beyond the project's lifetime.
- A new LDC Climate Group website – with a modernised layout, simplified maintenance and more functionalities – has been developed. This new website aims to: i) facilitate knowledge management among LDCs; ii) build a comprehensive resource repository; and iii) provide the basis for a Community of Practice (CoP) through which LDCs can exchange lessons learned and best practices.
- An operational strategy for the LDC Climate Group is under development to ensure the sustainability of the project's achievements and the continuous cooperation and exchange among LDCs beyond the project's lifetime.
- The project facilitated the process of developing a position paper on gender and climate change, drafted by the LDC group in July 2016. In addition, the project supported an event on integrating gender into the LDC Group climate change agenda during the Subsidiary Body 44 (SB44) session of the Climate Change Conference held in 2016 in Bonn, Germany.

Despite noticeable achievements, several gaps related to project strategy, implementation and sustainability are noted.

- Additional interventions, tailored to specific country needs – especially under Component 2 – are required to achieve the project objective.
- Capacity assessment surveys have not been carried out in a way that allows to track progress in a systematic manner.
- The e-learning materials have only partially been translated into relevant languages.
- The project's operational strategy for the LDC Group on Climate Change, which should include funding options, a knowledge management approach and support the institutional structure of the Group, will be critical to ensure the continuity of the Group.

Table 1 below summarises the main achievements of this project.

Table 1. Main achievements of the project.

Measure	MTR Rating	Achievement Description
Progress strategy	n/a	The project was country-driven, as it was designed in response to calls from LDCs and aligned with the Group workplans; in addition, expert advice was used to refine project activities. The project also incorporates several tools to ensure the sustainability of its interventions (e.g. development of e-learning materials, operational strategy for the LDC Climate Group).
Progress towards Results	Project objective	236 LDC climate change negotiators –30% women – trained to participate effectively in intergovernmental climate change negotiations.
	Output 1.1	8 documents updated/produced and distributed on negotiation terminology, formulating negotiation



		positions and understanding UNFCCC negotiation processes. 236 LDC climate change negotiators trained negotiation terminology, and understanding UNFCCC negotiation processes.
	Output 1.2	62 senior LDC negotiators (at least one from each LDC) trained on technical knowledge relevant to climate change negotiation topics/streams.
	Output 1.3	A community of practice to support LDC negotiators was established.
	Output 1.4	A long-term strategy for the LDC Group is under development.
	Output 2.1.	E-learning material that is tailored to the specific needs of LDCs developed. 74 government technical staff – 43% women – have accessed e-learning courses.
	Output 2.2.	3 manuals and toolkits developed/updated and distributed.
	Output 3.1.	6 knowledge products on climate change negotiations developed and translated into 2 LDCs' official languages.
	Output 3.2.	3 knowledge-sharing networks have been/are being supported and maintenance arrangements developed for the LDC website.
Project Implementation and Adaptive Management		<ul style="list-style-type: none"> - Roles and responsibilities between UN Environment and UNDP are clear. - Cooperation with partner institutions – e.g. UNITAR and IIED – is effective. - Stakeholders are actively engaged in the project, and LDCs reported interest for additional technical support (beyond project's lifetime). - An LDC Group website (not yet online), a project website, newsletters and a community of practice have been developed/strengthened to share project-related information and facilitate knowledge exchange among LDCs. - Climate Analytics – a key organisation supporting the LDC Group not originally envisaged during the project formulation phase as a formal partner – has contributed technical inputs throughout trainings and senior negotiators seminars. - A grant from Norway (US\$ 200,000) to support further LDC Strategy meetings beyond the trainings planned for the project was leveraged and executed via UNDP to support LDC Group.
Sustainability		<ul style="list-style-type: none"> - A reliable but inexpensive web hosting service was selected for the LDC Group on Climate Change website to ensure its maintenance by the Group after termination of the project. - An operational strategy – which includes funding options, support for knowledge management and



		strengthening of the LDC Group institutional structure – has been developed for the LDC Group.
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Overall, the design and implementation of the project are satisfactory. The project was clearly country-driven in its design and its interventions tailored to support individual LDCs. The main achievements so far are the delivery of trainings to LDC negotiators, the development of a new LDC Group website for knowledge management and communication, and, to some extent, the development of e-learning materials. Online tools and platforms – including websites, newsletters and a community of practice (CoP) – have and will continue to be developed to share relevant project information and to enhance South-South knowledge exchange. These tools will also support the long-term success of the project as e-learning materials will remain available online. In terms of implementation arrangements, the partnerships between UN Environment and UNDP and with other technical institutions have been successful to deliver relevant interventions, e.g. trainings and support to knowledge exchange platforms. In addition, the various gatherings provided a space for the LDC Group to meet and discuss their group strategy. This is a targeted co-benefit of the project that supports its overall objective.

Further support tailored to country needs will, however, be required for the project to achieve its objective of 20 LDCs with a national institutional coordination strategy and an information management system for effective engagement in intergovernmental climate negotiation processes. Because capacity-building interventions are implemented at the individual rather than institutional level, there is a risk that the high turnover among LDC negotiation staff affects the long-term success of the project. This risk has been partly tackled by focusing on senior negotiators, who tend to remain in negotiation groups, as opposed to junior ones. Capacity assessment surveys following training sessions would, however, be useful to: i) identify gaps to address through further trainings; ii) make adjustments to trainings when relevant; and iii) evaluate progress in LDCs' negotiation skills. With regards to the knowledge management aspect of the project, delays were noted. For example, toolkits and e-learning materials still need to be translated in relevant LDC languages. Finally, it is critical that the project finalises a strong operational strategy for the LDC Group, which include funding options to ensure continuous collaboration among LDCs beyond the project lifetime. The evaluators understand that this strategy has been developed to not only include funding options for the LDC Group but also strengthen their capacity for knowledge management and to support the institutional structure of the Group.

Table 2. Summary of recommendations.

Recommendation	Entity responsible
Outcome 1 - Capacity of LDCs to participate effectively in intergovernmental climate change negotiations is strengthened.	UNDP
Key recommendation 1: Clarity of target for Output 1.3 – A community of practice to support LDC negotiators is established and fully functional – should be improved by indicating what form the Community of Practice would take (e.g. a newsletter, an online platform).	
Outcome 2 - Institutional capacity of LDCs to collect, interpret and disseminate climate change data and information is strengthened.	UN Environment



Key recommendation 2: Support options that will be presented by UN Environment to the beneficiary countries under Activity 2.2.4: ‘Support LDCs to develop tailored national systems for collecting, analyzing, disseminating and archiving climate change data’ (under Output 2.2) should be realistic in terms of scope and ambition given the limited time and resources available. Only then will Target 2 of Output 2.2 - At least 20 LDCs have been provided with support to develop a national system for managing climate change information – be achievable.	
Outcome 3 - Knowledge products generated by the project are accessible and available.	UNDP & UN Environment
Key recommendation 3: The value-add of the knowledge networks (Target 3.2) should be better evaluated by assessing the number of individual interactions through the networks rather than number of countries actively sharing information.	
Project Implementation and Adaptive Management	UNDP & UN Environment
Key recommendation 4: Reporting through UNDP PIRs should be more thorough and consistent, in particular in indicating how management risks are mitigated. For example, the Project Internal Risks identified in the PIR2016 and PIR2017 have not changed, suggesting that no action was taken to overcome these risks after submission of PIR2016.	
Sustainability	UNDP & UN Environment
Key recommendation 5: Finalising the operational strategy of the project, including funding options to cover the running costs of the LDC Climate Group, is critical to ensure the financial sustainability of project activities. With this regard, the reviewers suggest a 4-to-6 months project extension to further engage with project partners and synergise workplans for leveraging external support and funding to develop the operational strategy; and to follow up on the implementation of the strategy. A major risk to the sustainability of project objective is the high staff turnover in LDCs; therefore, building capacities at institutional – rather than individual – level is critical, e.g. through building networks between institutions, experts, donors, improving strategy and policies, fostering institutional learning.	

1. Introduction

The UN Environment has commissioned an independent, mid-term review (MTR) of the UNEP-UNDP jointly-implemented, Global Environment Facility (GEF)-funded project “Building capacity for LDCs to participate effectively in intergovernmental climate change processes”. The GEF-funded project aims to: i) strengthen the technical capacity of LDCs to participate effectively in intergovernmental climate change negotiations; ii) strengthen the institutional capacity of LDCs to manage and communicate climate change data and information; and iii) collect and disseminate knowledge generated on intergovernmental climate change negotiation. The project intends to achieve this by: i) enhancing the negotiation skills and technical knowledge of LDCs for intergovernmental climate change negotiation; ii) building on the existing capacity and expertise of well-capacitated LDC negotiators and delegations; iii) establishing and strengthening national coordination mechanisms to improve the communication of climate change-related information between line ministries, socioeconomic sectors and other stakeholders; iv) translating and disseminating knowledge products on climate change negotiations through existing networks and climate change related forums; and v) strengthening South-South and North-South cooperation and knowledge exchange.



1.1. Purpose of the MTR and objectives

The purpose of this MTR is to “assess project performance to date (regarding relevance, effectiveness and efficiency), and determine the likelihood of the project achieving its intended outcomes and impacts, including their sustainability”. The objectives of the MTR are to: i) analyse whether the project is on track; ii) identify problems or challenges the project is encountering; iii) and provide recommendations on corrective actions to be taken.

1.2. Key outputs of the MTR

The intended outcome of the review is to analyse project performance to date and develop recommendations aimed at improving performance for the remainder of the project. In addition, the evaluation will identify lessons of operational relevance for future project formulation and for the remaining implementation phase of the project. The MTR also contains an executive summary that can act as a standalone document and an annotated ratings table.

1.3. Methodology of the MTR

In line with the UN Environment Evaluation Policy¹ and UN Environment Programme Manual², the MTR should be undertaken approximately halfway through project implementation. However, this MTR was delayed and is taking place towards the end of the project's implementation period. The purpose of this review is to analyse whether the project is on track to meet its targets, what problems or challenges the project is encountering, and what corrective actions are required. The MTR assesses project performance to date and determines the likelihood of the project achieving its intended outcomes and impacts, including their sustainability. The MTR has two primary objectives: i) to provide evidence of project results to meet accountability requirements; and ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UN Environment and UNDP. Therefore, the review aims to identify lessons of operational relevance for future project formulation and implementation especially for the remaining implementation phase of the project. The MTR achieves its aim and objectives by:

- undertaking a critical analysis of the project's log frame indicators and targets, assessing how “SMART” (Specific, Measurable, Attainable, Relevant, Time-bound) the midterm and end-of-project targets are, and suggesting specific amendments/revisions to the targets and indicators as necessary;
- evaluating the clarity, practicality and feasibility of a project's objectives and outcomes or components given its timeframe;
- examining the extent to which the project is on track to reach its objective and outcome targets; and
- recommending corrective actions to keep project implementation on track and for effective use of remaining resources.

1

<http://www.unep.org/eou/StandardsPolicyandPractices/UNEPEvaluationPolicy/tabid/3050/language/en-US/Default.aspx>

² http://www.unep.org/QAS/Documents/UNEP_Programme_Manual_May_2013.pdf . This manual is under revision.



This MTR is based on:

- a comprehensive desktop review of documents (see Annex 5 for a list); and
- interviews with relevant stakeholders (see Annex 4 for a list).

It should be noted that, because of time constraints, the evaluators could not conduct as many interviews with project partners and representatives from beneficiary countries as initially expected. In particular, none of the LDC representatives was interviewed. Although requests for interviews were sent (as well as reminders), the reviewers did not receive responses from these representatives. Because of the timeframe to conduct the MTR, further requests for interviews could not be sent.

1.4. *Structure of the MTR*

The MTR consists of the following:

- an **executive summary** providing a brief overview of the main conclusions and recommendations of the review;
- an **introduction** providing the purpose and objectives, expected outputs and methodology of the review;
- a brief **overview of the evaluated project**, its development context, the problems that the project sought to address, the project objective and status of activities, project implementation arrangements and key project partners and stakeholders;
- **review findings** on project strategy, progress towards results, project implementation, adaptive management and project sustainability;
- **review conclusions** outlining corrective actions for the design, implementation and monitoring and evaluation of the project, follow-up actions to reinforce project benefits and proposals for future directions; and
- **annexes** including Terms of Reference, list of interviewees, documents reviewed, brief summary of the expertise of the review team and co-finance information.

2. **Project Description and background context**

2.1 *Project background*

LDCs face severe socio-economic and environmental problems that threaten sustainable development. Problems faced include: i) financial constraints; ii) technical capacity constraints; iii) political instability; iv) regional conflicts; and v) ecosystem degradation. It is anticipated that future effects of climate change will further intensify the challenges facing LDCs. Therefore, the engagement of LDCs in intergovernmental climate change negotiations is of paramount importance and requires greater involvement of the LDCs in the UNFCCC processes, decision-making and implementation of decisions.

Currently, many international decisions on climate change policies are being made and implemented without adequate participation from LDCs. This is because LDC negotiators often have insufficient technical capacity and resources to effectively represent their countries in the UNFCCC processes. These problems are exacerbated by: i) the increasing pace of the UNFCCC negotiations; ii) the increasing number of topics, agendas and institutions being negotiated; and iii) insufficient institutional capacity of LDCs to follow these negotiations. To



overcome these problems, LDCs need to establish and strengthen national coordination mechanisms to facilitate knowledge sharing between different ministries and individuals. They also need to facilitate the integration of climate change information into development planning. This will allow LDCs to participate more effectively in intergovernmental climate change negotiations and will allow them to coordinate mitigation and adaptation efforts at global, regional and national levels. In response to the needs of LDCs, the project under review has been designed by UNDP and UN Environment to provide:

- support to national coordination mechanisms for climate change to enable the effective participation of LDCs in intergovernmental climate change negotiations; and
- access to – and support the application of – the best available information, science and technology to integrate climate change into development planning and facilitate reporting under the UNFCCC.

Project timeline from Project document and Project Interim Reports (PIRs):

- project approved for Implementation by GEF: 07 August 2014;
- duration 30 months;
- commencement: 2 February 2015;
- intended completion date: 30 April 2017; and
- expected completion date: March 2019.

The MTR covers the period 23 October 2014 to 28 February 2018 and measures the extent to which the project has succeeded in meeting the objectives set out in the project document.

2.2 Problems that the project sought to address

The problem that the project is addressing is that most LDCs currently have insufficient capacity to engage in and implement the outcomes of intergovernmental climate change negotiations. The capacity of LDCs to engage in and implement the outcomes of intergovernmental climate change negotiations have been constrained by a combination of factors that include: i) weak national coordination mechanisms to support effective participation in the intergovernmental negotiations; ii) insufficient technical knowledge and language skills of climate change negotiators³; iii) limited knowledge of topics being negotiated in intergovernmental climate change negotiations⁴; and iv) limited application of the latest technological and scientific knowledge to support the integration of climate change mitigation and adaptation into development planning.

The project aims to overcome barriers to effective participation of LDCs in intergovernmental climate change negotiations by:

- providing technical support through the training of LDC climate change negotiators on negotiation skills and technical knowledge relevant to current climate change negotiation topics;
- supporting the development of a long-term operational strategy for the LDC Group;

³ FCCC/SBI/2012/7

⁴ such as annual Conferences of Parties (COP) to the UNFCCC, its Subsidiary Bodies (SBI and SBSTA) and ad hoc working groups established under negotiating platforms such as the ADP (Ad Hoc Working Group under Durban Platform for Enhanced Action)



- providing institutional support to strengthen national coordination mechanisms for climate change, which will enable LDCs to develop informed negotiation positions as well as to disseminate negotiation outcomes and decisions to relevant sectors and stakeholder groups at national level;
- providing institutional support to develop tailored national mechanisms for collecting, analysing disseminating and archiving climate change data; and
- disseminating knowledge products relevant to intergovernmental climate change negotiations through existing climate change networks.

2.3 Main projects stakeholders

UNDP and UN Environment are the GEF Implementing Agencies (IAs) for the project. Outcome 1 and Output 3.1 are being executed under UNDP’s Direct Implementation Modality (DIM). Outcome 2 and Output 3.2 are being executed by UN Environment Regional Offices Asia Pacific and oversight is provided by the UN Environment’s Ecosystem Division.

A Project Board (PB) provides overall guidance and direction to the project. The PB consists of representatives from the UNDP (co-chair), UN Environment (co-chair), Least Developed Countries Expert Group (LEG), the LDC Group Chair, UNFCCC Secretariat, and countries supported by the initiative (selected by UNFCCC Secretariat and the LEG). The PB meets annually; its meetings are coordinated with LEG meetings that are scheduled two to three times a year. In 2018, a Partners meeting with IIED, Climate Analytics, the LDC Group Chair and the GEF was also organised for greater coordination. A UNDP-GEF Task Manager oversees the project while a Technical Specialist undertakes day-to-day management. Technical guidance to project activities is provided by a Technical Support Unit consisting of a Senior Technical Specialist (UNDP), Technical Specialist (UNDP), Technical Specialist (UN Environment) and Project Assistant (UN Environment). UN Environment and UNDP provide office space for project staff (UN Environment in Nairobi, UNDP in Bangkok), the costs of which are borne by the project.

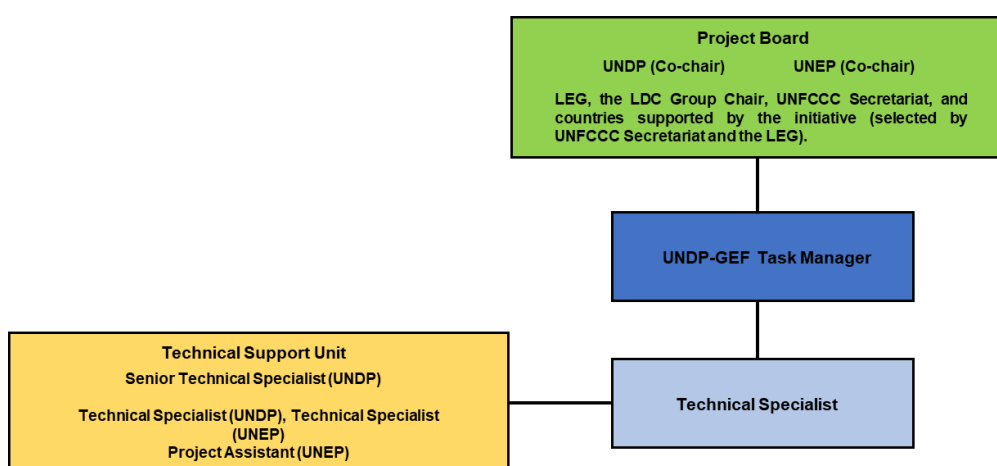


Figure 1. Implementation modality for the project.

The project is global in scope and is designed to benefit LDC countries (Table 3).



Table 3. LDCs countries by region.

Africa		Asia	Latin America and the Caribbean	The Pacific
North Africa	West Africa	South East Asia	Caribbean	Oceania
Mauritania	Benin	Cambodia	Haiti	Kiribati
Sudan	Burkina Faso	Timor-Leste		Solomon Islands
Central Africa	The Gambia	Laos		Tuvalu
	Guinea	Myanmar		Vanuatu
Central African Republic	Guinea-Bissau	Nepal		
Chad	Mali	South Asia		
Democratic Republic of the Congo	Niger	Afghanistan		
Rwanda	Senegal	Bangladesh		
São Tomé and Príncipe	Sierra Leone	Bhutan		
South Sudan	Togo	Western Asia		
East Africa	Liberia	Yemen		
	Horn of Africa			
Burundi	Djibouti			
Tanzania	Eritrea			
Uganda	Ethiopia			
Southern Africa	Somalia			
Angola				
Comoros				
Lesotho				
Madagascar				
Malawi				
Mozambique				
Zambia				

2.4 Expected results of the project

The goal of the project is to support LDCs to effectively engage in and implement the outcomes of intergovernmental climate change negotiations. To achieve this, the project will strengthen institutional and technical capacities in LDCs for more effective participation in intergovernmental climate change negotiations and coordination of climate change efforts. Table 4 below details project components, outcomes and outputs.

Table 4. Project components, outcomes and outputs.

Outcomes	Outputs
Component 1: The role of LDCs in intergovernmental climate change negotiations (overseen by UNDP).	
1. Capacity of LDCs to participate effectively in intergovernmental climate change negotiations is strengthened.	1.1 Negotiators from each LDC have enhanced diplomacy skills and critical information on key issues underpinning the negotiations in order to formulate their own negotiation positions pertaining to UNFCCC negotiation topics.
	1.2 Negotiators from LDCs have increased technical knowledge pertaining to negotiation topics.
	1.3 A community of practice to support LDCs to interpret and respond to negotiation outcomes.



	1.4 A long-term operational strategy for the LDC Group to coordinate responses/submissions and participate in parallel negotiation topics.
Component 2: National systems/institutions for coordinating climate change information in LDCs (overseen by UN Environment)	
2. Institutional capacity of LDCs to collect, interpret and disseminate climate change data and information is strengthened.	2.1 Support provided for formulation of country-specific institutional coordination strategies for effective participation in intergovernmental climate change negotiations and facilitation of dissemination of relevant information emanating from these negotiations.
	2.2 Technical assistance and guidance provided for the development of national systems for managing climate change information and data to support reporting under the UNFCCC.
Component 3: Knowledge management (overseen jointly by UNDP and UN Environment).	
3. Knowledge products generated by the project are accessible and available.	3.1 Knowledge products generated through the project are translated and available on an appropriate knowledge platform (UNDP).
	3.2 Strategy to sustain knowledge is generated by the project including through South-South cooperation (UN Environment).

3. Findings

3.1 Project design

The project was designed to enhance the capacity of LDCs to engage in and implement the outcomes of intergovernmental climate change negotiations. To design and refine project's interventions, several consultations were organised with stakeholders and intended beneficiaries of the project during the Project Preparation Grant (PPG) phase. Experts in similar capacity building initiatives were also consulted to provide insights on project design and activities. These consultations underlined the following barriers to address for supporting LDCs' negotiation skills: i) limited negotiation skills among LDCs; ii) limited understanding of UNFCCC processes, negotiation topics and outcomes; iii) limited understanding of the language and terminology used within the UNFCCC; and vi) lack of institutional arrangements to involve relevant sectors and stakeholders into UNFCCC processes/lack of coordination mechanisms. Capacity assessments were also conducted during the initial phase of project implementation to inform the final design of the training programmes.

Table 5 below provides an analysis of the design of the project as outlined in the Project Document, in order to identify whether the project strategy is effective to achieve the desired goals and objective. The following elements of the project design were reviewed: i) incorporation of lessons learned; ii) extent to which the project is country-driven; iii) risk management strategy; iv) alignment with country priorities; v) sustainability of the project, in particular its financial viability; and vi) integration of gender considerations. Recommendations are then formulated where changes are required in order to reach the desired results.



Table 5. Project design assessment.

Category	Strengths	Weaknesses	Recommendations
Integration of lessons learned	<p>The Project Document identifies a lack of capture and transfer of knowledge and lessons learned among LDCs; it aims to address this gap through Component 3.</p> <p>The main lessons learned from related initiatives contributing to capacity building among negotiators, that have been integrated into project design, is the need to share lessons learned and best practices generated from the project through existing networks.</p> <p>In addition, experts consulted during PPG phase indicated a need for both basic training – on the major processes in climate change negotiations and the key challenges – and technical trainings – focusing on negotiation processes and techniques for specific sectors such as land use, agriculture, forestry etc. – that should be provided consistently to all negotiators. Both junior and senior negotiators were provided training on negotiation skills and thematic issues. However, the method of delivery was different and the balance between thematic and negotiation skills was different in each group.</p> <p>Finally, the project sought to avoid duplicating existing tools/knowledge platforms by synergising/complementing existing ones including: IIED knowledge platform, LDC Group knowledge repository, GSP knowledge portal and UNDP adaptation portal.</p>	<p>Experts recommended the integration of basic and technical trainings.</p> <p>The project sought to avoid duplicating training tools and knowledge sharing platforms. With this regard, pathways to coordinate with the Climate and Development Knowledge Network (CDKN) could have been further explored.</p>	<p>Though synergies with existing knowledge platform have been sought, other synergies could be promoted – e.g. with CDKN – to avoid fragmentation and disseminate lessons learned and best practices among LDCs more consistently.</p>
Country-driven process	<p>The project was designed in response to calls for support from LDCs during COP-7; it was informed by the results of numerous stakeholder consultations. The needs for LDCs negotiators to</p>	n/a	



	<p>enhance their negotiation skills have been clearly identified in the project design phase through these stakeholder consultations. These needs include: i) technical support to improve understanding of UNFCCC language and terminology within LDCs; ii) support the development of a long-term operational strategy for the LDC Group; iii) strengthen national coordination mechanisms for climate change within LDCs; vi) provide support for collecting, analysing and disseminating climate change data; and v) disseminate knowledge products relevant to climate change negotiations. The need for thematic trainings offered in relevant LCDs' languages was also underlined during stakeholder consultations and by experts. Country partners have requested more support after the termination of the project, indicating that they value the training provided so far.</p>		
Risk management	<p>The following risks have been mitigated through relevant project interventions:</p> <ul style="list-style-type: none"> • Risks related to project coordination because of the involvement of 2 implementing entities and because of the wide geographical scope of the project was mitigated satisfactory (based on PIRs and interviews with project partners); • Risk of limited capacities among ministries was alleviated by providing technical trainings to relevant stakeholders. 	<p>Frequent staff turnover can impair the long-term success of the project in terms of building negotiation capacities among LDCs. However, this risk can hardly be mitigated by the project.</p>	<p>Building capacities at the institutional level rather than at the individual level should be considered for future trainings to reduce risks of capacity losses linked to high staff turnover.</p>
Alignment with country priorities/country ownership	<p>The project is relevant to National Communications (NCs) on CC/adaptation priorities, National Action Plan for Adaptation (NAPA) and National Action Programme (NAPs). It also responds to direct needs expressed by LDCs.</p>	n/a	n/a
Sustainability	<p>The project includes the design of an operational strategy for the LDC Group in order to ensure the</p>	<p>No sustained trainings are implemented. Sustained training and</p>	<p>The project should ensure that the operational strategy developed for the LDC</p>



	<p>sustainability of project objective. In addition, the knowledge products developed by the project will remain accessible online through the LDC Group website, the UNDP Adaptation portal, the LDC Negotiators website, and the knowledge repository of IIED. These products are also shared with LDC negotiators at trainings under this project and other events (COPs, NAP Expos etc.).</p>	<p>other options to promote the sustainability of capacity-building – e.g. long-term mentorship programmes with skilled negotiators or a train-the-trainers approach – should have been considered.</p>	<p>Group is strong. This could be done through continuous engagement with project partners to develop the strategy and strengthen support for its implementation. In addition, the operational strategy will be more robust if its implementation is supported in the frame of a project extension (as suggested previously) or through the upcoming joint UNDP-UN Environment project. Finally, it is important to organise additional trainings to ensure capacities are fully built among the LDC Group to achieve project objective.</p>
<p>Gender issues</p>	<p>The project is instrumental in introducing gender issues on the agenda of the LDC Climate Group. Gender-disaggregated targets and indicators were developed and included in the Result Framework to assess women’s participation in training interventions. In addition, trainers with relevant skills were selected to plan and facilitate gender-sensitive trainings. Finally, the project aimed at disseminating knowledge products using communication channels that reach men and women equally.</p>	<p>n/a</p>	<p>n/a</p>



A critical analysis of the project logframe and targets (Table 6) was also conducted in light of the ‘SMART’ indicators, as described below:

- *Specific*: Indicators use clear language, describing a specific future condition.
- *Measurable*: Indicators have measurable aspects making possible to assess whether they were achieved or not.
- *Achievable*: Indicators must be within the capacity of the partners to achieve.
- *Results-based*: Indicators must make a contribution to selected priorities of the national development framework.
- *Time-bound*: Indicators are never open-ended; there should be an expected date of accomplishment.

Table 6. SMART assessment of project logical framework.

Components/ Outcomes/ Outputs	Indicator	Target for end of project	SMART assessment and comments
Project objective	<p>1. Number of LDCs that have formulated a structured institutional coordination strategy to allow for effective engagement in intergovernmental climate negotiation processes.</p> <p>2. Number of LDC climate change negotiators with the capacity to participate effectively in intergovernmental processes.</p>	<p>1. At least 20 LDCs have formulated an institutional coordination strategy for effective engagement in intergovernmental climate negotiation processes.</p> <p>2. By the end of the project: at least 144 LDC climate change negotiators (3 from each LDC) with sufficient capacity to participate effectively in intergovernmental climate change negotiations (Level 5: Fully developed capacity).</p>	<ul style="list-style-type: none"> • Targets are clear, measurable (at least 20 countries/144 negotiators) and seem achievable within the scope and duration of the project. • Indicator matches targets.
Output 1.1	<p>1. Number of training documents updated/developed and distributed to LDC negotiators on diplomacy, negotiation terminology, formulating negotiation positions and understanding UNFCC negotiation processes</p> <p>2. Number of LDC negotiators trained on diplomacy, negotiation terminology, formulating</p>	<p>1. At least 5 training documents updated/produced and distributed on negotiation terminology, formulating negotiation positions and understanding UNFCC negotiation processes.</p> <p>2. At least 144 LDC negotiators, with at least 15% of these women, trained on diplomacy, negotiation terminology, and understanding UNFCCC negotiation processes.</p>	<ul style="list-style-type: none"> • Targets are clear, measurable (at least 5 training documents/ 144 negotiators) and seem achievable within the scope and duration of project. • Gender consideration integrated into target 2. • Indicator matches targets.



	negotiation positions and understanding UNFCCC negotiation processes.		
Output 1.2	<p>1. Number of training documents for senior LDC negotiators updated/developed on targeted negotiation topics.</p> <p>2. Number of senior LDC negotiators trained on technical knowledge relevant to climate change negotiation topics/streams.</p>	<p>1. At least 3 training documents updated/produced on selected negotiation topics/streams.</p> <p>2. At least 48 senior LDC negotiators (at least one from each LDC) trained on technical knowledge relevant to climate change negotiation topics/streams. (The 48 senior negotiators may be drawn from the 144 negotiators specified in the target for Output 1.1).</p>	<ul style="list-style-type: none"> • Targets are clear, measurable (at least 3 training documents/48 negotiators) and seem achievable within the scope and duration of project. • Indicator matches targets. • A gender-sensitive indicator could have been added to assess Output 1.2.
Output 1.3	1. The existence of a community of practice to support LDC negotiators.	1. A community of practice to support LDC negotiators is established and fully functional.	<ul style="list-style-type: none"> • Targets are measurable (1 CoP) and seem achievable within the scope and duration of project. However, clarity could have been improved by indicating what form the CoP would take (a newsletter? Online platform?). • Indicator matches targets.
Output 1.4	1. Existence of a long-term strategy for the LDC Group.	1. A long-term strategy for the LDC Group is developed and disseminated for endorsement.	<ul style="list-style-type: none"> • Targets are clear, measurable (1 strategy) and seem achievable within the scope and duration of project. • Indicator matches targets.
Output 2.1.	<p>1. e-learning courses developed and accessible.</p> <p>2. Number of government technical staff trained through the e-learning course.</p>	<p>1. An e-learning that is tailored to the specific needs of LDCs is developed within the first year of the project.</p> <p>2. At least 100 government technical staff, with at least 20% of these women, have accessed e-learning courses.</p>	<ul style="list-style-type: none"> • Targets are clear, measurable (1 e-learning and 100 staff) and seem achievable within the scope and duration of project. • Gender consideration integrated into target 2. • Indicator matches targets.
Output 2.2	1. Number of manuals and toolkits developed/updated and distributed to national climate change secretariats on the management (i.a. collection,	1. At least 3 manuals and toolkits developed/updated and distributed on the collection, analysis, dissemination and archiving of climate change data and information.	<ul style="list-style-type: none"> • Targets are clear, measurable (3 manuals and toolkits/20 LDCs) and seem achievable within the scope and duration of project. • Indicator matches targets.



	<p>analysis, dissemination and archiving) of climate change data and information.</p> <p>2. Number of countries to whom support was provided for the establishment of a national system for collecting and managing climate change information –including relevant risk information (This indicator corresponds with AMAT indicator 2.1.1).</p>	<p>2. At least 20 LDCs have been provided with support to develop a national system for managing (i.e. collecting, analysing, disseminating and archiving) climate change information – including relevant risk information.</p>	
Output 3.1	<p>1. Number of knowledge products on climate change negotiations translated into at least 5 official languages of LDCs and disseminated to the corresponding LDCs.</p>	<p>1. At least four knowledge products on climate change negotiations translated into at least 5 LDCs' common official languages and disseminated to the corresponding LDCs.</p>	<ul style="list-style-type: none"> • Targets are clear, measurable (4 knowledge products) and seem achievable within the scope and duration of project. • Indicator matches targets.
Output 3.2	<p>1. Number of knowledge networks improved with up- to-date information and additional participating countries.</p> <p>2. Development of a funding mechanism to sustain the project's knowledge network beyond the implementation phase of the project.</p>	<p>1. At least 3 knowledge networks updated with information, and at least 20 LDCs are actively sharing information and lessons learned on these networks</p> <p>2. A funding mechanism to sustain the project's knowledge networks beyond the implementation phase of the project exists.</p>	<ul style="list-style-type: none"> • Targets are clear, measurable (at least 3 knowledge networks/1 funding mechanism) and seem achievable within the scope and duration of project. • The value-add of the knowledge networks could be better assessed by assessing the number of individual interactions through the networks rather than number of countries actively sharing information. • Indicator matches targets.



Gender considerations in project design

The project has incorporated gender issues into its design by promoting gender-sensitive trainings and the use of knowledge platforms with equal access for men and women. In addition, two gender-sensitive indicators are included in the Project Result Framework. To ensure that gender issues were further integrated into training packages, gender-sensitive indicators could have been developed for: i) project objective, Target 2: 'By the end of the project: at least 144 LDC climate change negotiators (3 from each LDC; *including 30% women*) with sufficient capacity to participate effectively in intergovernmental climate change negotiations; and for ii) Output 1.2, Target 2: 'At least 48 senior LDC negotiators (at least one from each LDC; *including 30% women*) trained on technical knowledge relevant to climate change negotiation topics/streams.



3.2 Progress towards results

In this section, the project’s progress towards results is evaluated based on the data provided in the Project Document, PIRs, Result Framework, LDCF/SCCF Adaptation Monitoring and Assessment Tool (AMAT), and interviews conducted with relevant project partners (implementing/executing partners as well as non-LDCs).

Table 7. Evaluation of project progress.

Outcomes/Outputs	Indicator	End-of-project target	% of achievement as of May 2018 and rating ⁵	Comments/justification for rating
Project objective	1. Number of LDCs that have formulated a structured institutional coordination strategy to allow for effective engagement in intergovernmental climate negotiation processes.	1. At least 20 LDCs have formulated an institutional coordination strategy for effective engagement in intergovernmental climate negotiation processes.	Rating: MS	<p>Not reported against in 2017 UNDP PIR – only in 2017 UN Environment PIR.</p> <p><i>Justification for rating:</i> In the February 2018 Board Meeting minutes, it is mentioned that “additional activities to meet some objectives needed within the budget, in particular for supporting at least 20 LDCs with the development of a national strategy for effective participation in UNFCCC processes and a national system for managing climate change information”. This target has not been achieved yet; it can be met but activities will have to be expedited given the upcoming termination of the project.</p> <p>The development of an operational strategy for the LDC Group will contribute to achieving this target as the strategy will support the LDC Group’s capacity for knowledge management and strengthen the institutional structure of the Group.</p>

⁵ Project achievement is measured at the time the MTR was conducted (May 2018); this is 26 months after project start date (project planned duration of 36 months), which is more than 2/3 of project implementation. HS: Highly Satisfactory; S: Satisfactory; MS: Moderately Satisfactory; MU: Moderately Unsatisfactory; U: Unsatisfactory; HU: Highly Unsatisfactory. The rating scale is explained in Annex 4.



	2. Number of LDC climate change negotiators with the capacity to participate effectively in intergovernmental processes.	2. At least 144 LDC climate change negotiators (3 from each LDC) with sufficient capacity to participate effectively in intergovernmental climate change negotiations (Level 5: Fully developed capacity).	163% Rating: S	<p><i>Justification for rating:</i></p> <ul style="list-style-type: none"> • 236 people trained is the number reported in the February Board Meeting minutes (target exceeded). This exceeds target. • The use of scorecards has not been reported in the PIRs. Therefore, the assessment of progress against this target is means-based (number of negotiators trained), instead of result-based (sufficient capacity to participate to negotiations).
Output 1.1	1. Number of training documents updated/developed and distributed to LDC negotiators on diplomacy, negotiation terminology, formulating negotiation positions and understanding UNFCCC negotiation processes.	1. At least 5 training documents updated/produced and distributed on negotiation terminology, formulating negotiation positions and understanding UNFCCC negotiation processes.	100% Rating: HS	<p><i>Justification for rating:</i></p> <p>Target achieved: 8 training documents were updated/developed, which include 5 documents intended for all negotiators (not necessarily senior).</p> <p><u>To note:</u> The information in the column “progress achieved” reflects the evaluators’ understanding of the information contained in the 2017 UNDP PIR. However, the reporting table in this PIR is not clear, as several indicators are mixed.</p>
	2. Number of LDC negotiators trained on diplomacy, negotiation terminology, formulating negotiation positions and understanding UNFCCC negotiation processes.	2. At least 144 LDC negotiators, with at least 15% of these women, trained on diplomacy, negotiation terminology, and understanding UNFCCC negotiation processes.	163% Rating: HS	<p><i>Justification for rating:</i></p> <p>Target achieved and exceeded: 236 participants trained, which includes approx. 30% of women.</p>
Output 1.2	1. Number of training documents for senior LDC negotiators updated/developed on targeted negotiation topics.	1. At least 3 training documents updated/produced on selected negotiation topics/streams.	100% Rating: HS	<p><i>Justification for rating:</i></p> <p>Target achieved: among the 8 training documents updated/produced, 3 are focused on selected topics and intended for senior negotiators.</p> <p><u>To note:</u> The information in the column “progress achieved” reflects the evaluators’ understanding of the information contained in the 2017 UNDP PIR. However, the reporting table in this PIR is not clear, as several indicators are mixed.</p>



	2. Number of senior LDC negotiators trained on technical knowledge relevant to climate change negotiation topics/streams.	2. At least 48 senior LDC negotiators (at least one from each LDC) trained on technical knowledge relevant to climate change negotiation topics/streams. (The 48 senior negotiators may be drawn from the 144 negotiators specified in the target for Output 1.1).	129% Rating: HS	<i>Justification for rating:</i> Target achieved and exceeded. 62 senior LDC negotiators have been trained through two specific seminars: i) seminar for Senior LDC Coordinators and Negotiators on Climate Change (Bonn, 2015, 27 participants); and ii) senior Negotiators Seminar: “Refining Our Negotiation Skills” (Bangkok, 2016, 35 participants).
Output 1.3	1. The existence of a community of practice to support LDC negotiators.	1. A community of practice to support LDC negotiators is established and fully functional.	100% Rating: S	<i>Justification for rating:</i> The target is achieved and the operational modality of the Community of Practice – group membership, identification of a moderator, etc. – will be defined in the operational strategy for the LDC Climate Group.
Output 1.4	1. Existence of a long-term strategy for the LDC Group.	1. A long-term strategy for the LDC Group is developed and disseminated for endorsement.	60% Rating: S	<i>Justification for rating:</i> The project is on track to meet the end-of-project target. The project team has been engaging with Partners to develop the operational strategy.
Outcome 2 Output 2.1	1. e-learning courses developed and accessible.	1. An e-learning that is tailored to the specific needs of LDCs is developed within the first year of the project.	100% Rating: HS	<i>Justification for rating:</i> Target achieved. A six-week long e-learning course on ‘Climate Change Diplomacy’ has been designed, customising an existing course for the LDC group.
	2. Number of government technical staff trained through the e-learning course.	2. At least 100 government technical staff, with at least 20% of these women, have accessed e-learning courses.	74% Rating: S	<i>Justification for rating:</i> As of April 2016, the course was attended by 74 participants (44 in the first session and 30 in the second session; 43% women overall)
Output 2.2	1. Number of manuals and toolkits developed/updated and distributed to national climate change secretariats on the management (i.a. collection, analysis, dissemination and	1. At least 3 manuals and toolkits developed/updated and distributed on the collection, analysis, dissemination and archiving of climate change data and information.	Rating: S	<i>Justification for rating:</i> Three documents/toolkits have been developed and distributed: i) publication “Building capacity for LDCs to participate effectively in intergovernmental climate change processes (Achievements 2014-2017)”; ii) publication “National Adaptation Plans: Understanding and sharing experiences”; and iii) a set of documents



	archiving) of climate change data and information.			to be used by the LDC group at their strategy meetings, including a COP22 outcome paper.
	2. Number of countries to whom support was provided for the establishment of a national system for collecting and managing climate change information –including relevant risk information (This indicator corresponds with AMAT indicator 2.1.1).	2. At least 20 LDCs have been provided with support to develop a national system for managing (i.e. collecting, analysing, disseminating and archiving) climate change information – including relevant risk information.	MU	<p>Aligned with AMAT indicator 2.1.1: Systems in place to disseminate timely risk information.</p> <p><i>Justification for rating:</i></p> <p>There seems to be a discrepancy between this indicator (which is aligned with Activity 2.2.4: ‘Support LDCs to develop tailored national systems for collecting, analyzing, disseminating and archiving climate change data’) and the intended actions reported in the 2017 UN Environment PIR. While the indicator tracks support given to establish systems to collect and manage climate change information, the intended action indicated in the 2017 UN Environment HYR is to “discuss with countries how they are organising themselves for attending UNFCCC related negotiations and how they disseminate information back to countries when they travel back”. The 2017 UN Environment PIR does not mention this indicator at all. Further discussions with the project team clarified the workplan to achieve this target. However, support options that will be presented to the beneficiary countries under Activity 2.2.4 should be realistic in terms of scope and ambition given the limited time and resources available. Only then will this target be achievable.</p>
Outcome 3 Output 3.1	1. Number of knowledge products on climate change negotiations translated into at least 5 official languages of LDCs and disseminated to the corresponding LDCs.	1. At least four knowledge products on climate change negotiations translated into at least 5 LDCs’ common official languages and disseminated to the corresponding LDCs.	80% Rating: MS	<p><i>Justification for rating:</i></p> <p>Target of 4 knowledge products over exceeded: 6 knowledge products have been produced. However, only two LDC’s official languages are represented: English and French.</p>
	1. Number of knowledge networks improved with up-to-date information and	1. At least 3 knowledge networks updated with information, and at least 20	70% Rating: MS	<p><i>Justification for rating:</i></p> <p>Several knowledge-sharing networks have been/are being supported by the project or used to disseminate</p>



	<p>additional participating countries.</p>	<p>LDCs are actively sharing information and lessons learned on these networks</p>		<p>knowledge products: the LDC Group on Climate Change website (to be launched in July 2018), the LDC Negotiator project website, the IIED knowledge network, the LDC Mailing Group and Climate L knowledge network.</p> <p>The LDC Group website, which was rebuilt based on LDCs' request, includes user-friendly structure, full knowledge repository of resources, group branding, comprehensive search function, search engine optimisation (SEO), social media integration, improved visuals.</p> <p>The number of LDCs actively sharing information on the networks is not reported.</p>
	<p>2. Development of a funding mechanism to sustain the project's knowledge network beyond the implementation phase of the project.</p>	<p>2. A funding mechanism to sustain the project's knowledge networks beyond the implementation phase of the project exists.</p>	<p>60% Rating: S</p>	<p><i>Justification for rating:</i></p> <ul style="list-style-type: none"> • The web hosting service used for the LDC Group on Climate Change website “provides top speed, good security, 24/7 support, backup, virus checks – for a very low annual cost.” (2017 UN Environment PIR), thus facilitating its maintenance at project's end. In addition, arrangements for its maintenance have been found between the LDC group and IIED. • The sustainability of the other knowledge networks supported under Outcome 3 is ensured as they are accessible on the following repositories – LDC Group website knowledge repository, IIED website knowledge repository, UNDP Adaptation portal, and Global Support Programme website. All these will continue to be operational after the project close. In addition, a funding mechanism for the LDC Group – which will also support the knowledge networks – will be proposed in the Operational Strategy developed under this project, currently under review by the LDC Group.



3.3 Project implementation and adaptive management

This section reviews the project implementation in order to identify challenges and suggest adjustments or additional measures to support implementation more effectively.

Table 8. Review of project implementation and adaptive management.

Category	Strength	Weaknesses
Management arrangements	<ul style="list-style-type: none"> - Clear, defined and cost-effective UN Environment/UNDP management responsibilities - Good cooperation with international organisations (IIED) and within the UN network (UNITAR) - Trainings for senior negotiators were well-managed by inviting expert negotiators as trainers, to share their experience and best practices with negotiators from the LDCs 	<ul style="list-style-type: none"> - Initial recruitment issues slowed implementation progress down (CEO endorsement in August 2014 but project only launched in March 2015). A no-cost extension to the project was therefore agreed to. - UN Environment Technical Specialist only recruited in December 2017, which resulted in the UN Environment Climate Change Coordinator having to manage consultants to conduct these activities. - Limited communication between the PM and UN Environment TM are noted in UN Environment PIRs 2016 and 2017. New task management arrangements have been put in place since January 2018, which is expected to improve management effectiveness.
Work planning	<ul style="list-style-type: none"> - The project should reach completion of the UNDP component by Q4 2018 and of the UN Environment component by Q1 2019. - Despite initial delays, the project was able to support two crucial strategy meetings of the LDC Group on Climate Change in the lead-up to COP 21. 	<ul style="list-style-type: none"> - The initial delays in project implementation slowed down the progress.
Finance and co-finance	<ul style="list-style-type: none"> - According to UNDP PIR 2017, disbursement as of 30.06.2017 is \$1,646,082.93. 	<ul style="list-style-type: none"> - UN Environment PIR 2016 and 2017 indicates that financial reporting needs improvement (financial reports from the UN Environment PM are submitted late, therefore cash advances are delayed). It is unclear if this issue was addressed as no 'mitigation plan' for this risk was identified.



Project level monitoring and evaluation systems	<ul style="list-style-type: none"> - Partner LDCs reported interest for additional technical support (beyond project's lifetime) 	<ul style="list-style-type: none"> - Despite no-cost extensions, the MTR is undertaken late, especially for the UNDP-implemented activities (it should have taken place in Q3 of 2016 based on the initial duration of the project), making it difficult to produce recommendations that could affect project design and implementation - Limited time available to conduct the MTR e.g. no time to overcome limited responsiveness of countries to set up interviews
Stakeholder engagement	<ul style="list-style-type: none"> - A new, low-cost LDC website is being developed upon request from the LDC Group to develop a new website, which could be maintained beyond project's lifetime. - Partner countries are well aware of the project and involved as they have requested additional trainings beyond the project's lifetime. 	<ul style="list-style-type: none"> - The technical capacity of LDC Group to maintain the website should be built.
Reporting	<ul style="list-style-type: none"> - UN Environment PIRs provide a good overview of risks related to project management: risk evaluation from the PM and TM sometimes differs and justification for rating is provided. Risk mitigation plans are set up (though incomplete) to mitigate these risks. 	<ul style="list-style-type: none"> - The latest available PIRs and HYRs are incomplete and lack clarity. For example, in the 2017 UN Environment PIR, the indicator "Number of countries to whom support was provided for the establishment of a national system for collecting and managing climate change information" is not mentioned. - No action to mitigate the risks identified in the PIR2016 are reported in PIR2017.
Communication	<ul style="list-style-type: none"> - The LDC website is currently being developed; the website should be launched end of May 2018. - There is a project website to promote public awareness of the LDC Negotiator project; knowledge resources developed under this project can also be accessed on the website. - Newsletters are issued by the project team to communicate with stakeholders on project's activities. - A Community of Practice was developed to promote knowledge exchange and sharing of information among LDCs. 	<ul style="list-style-type: none"> - The structure and operational modality of the CoP need to be strengthened to ensure it is used as knowledge exchange platform beyond the project lifetime. This should be done via the operational strategy under development.
Overall Project Implementation & Adaptive	MS	



3.4 Sustainability

This section assesses the likelihood for the project to continue yielding benefits after the project ends. Risks that could affect project outcomes are also identified.

Table 9. Assessment of project sustainability.

Risk to sustainability	Mitigation measures	Remaining risks	Recommendations
Financial	<ul style="list-style-type: none"> - Financial risks to sustainability were addressed by selecting a reliable but inexpensive web hosting service for the LDC Group on Climate Change website providing systematic maintenance through a WordPress content management system (CMS). This will facilitate the maintenance of the website by the LDC Group after the termination of the project. - An operational strategy of support to the LDC Group and knowledge networks beyond the project period, which includes funding options for LDCs as well as support to knowledge management and institutional arrangements for the LDC Group, has been prepared and is currently under review by the Group. 	<ul style="list-style-type: none"> - The operational strategy has not been finalised yet. A key sustainability aspect will be the Group’s capacity to fund and implement the operational strategy. 	<ul style="list-style-type: none"> - Finalising the operational strategy, including funding options for LDCs, is critical to ensure the financial sustainability of project activities.
Socio-economic	<ul style="list-style-type: none"> - The LDC Climate Group website has been designed with a view to facilitate its management by the LDC Climate Group after the project’s termination. - The project tried to integrate socio-economic issues into implementation of its activities to strengthen negotiation capacities within individual countries. 	<ul style="list-style-type: none"> - Because LDCs are varied and belong to several Groups of negotiations, it is unsure how the negotiation for individual countries will turn; and how individual countries’ socio-economic issues align with one grouping or another. - The project trained individual negotiators within LDCs. However, the turnover rate 	<ul style="list-style-type: none"> - Further capacity building for senior negotiators – who tend to remain in the negotiation group – may be required to ensure negotiation capacities within LDCs are sustainably built.



	<p>- A handover to a technical specialist nominated by the LDC Group to manage the new website (funded by UN Environment) is planned for July 2018 – on request and schedule of the LDC Group. An operational Maintenance Manual for the new LDC Group website is developed. Technical training plan is developed.</p>	<p>among LDC negotiators is unknown. This is likely to be the most serious threat posed to the sustainability of capacity-building outcomes. However, this risk is being mitigated through the development of an operational strategy as well as the knowledge products placed on the website. This should ensure that whoever is part of the group can access the institutional knowledge required to effectively participate in the negotiations.</p>	
<p>Institutional framework and governance</p>	<p>- The project has agreed with the LDC Group to prepare an operational strategy of support to the LDC Group beyond the project period which will engage a wide array of partners. This strategy should present funding options for the Group's consideration.</p> <p>- At the latest project board meeting (2 February 2018), it was decided to increase focus on ensuring sustainability of project following its successful termination, primarily through finding innovative platforms for depositing and sharing NAP-GSP knowledge products but also establishing links with the broader development and adaptation action frameworks such as the NDCs and SDGs.</p>	<p>- A key sustainability aspect will then be the Group's capacity to fund and implement the operational strategy.</p>	<p>- Finalising the operational strategy, including funding options for LDCs, is critical to ensure the financial sustainability of project activities.</p>
<p>Overall Sustainability rating</p>	<p>ML</p>		



4. Conclusions and recommendations

4.1 Conclusions

The evaluation of the project “Building capacity for LDCs to participate effectively in intergovernmental climate change processes” is overall satisfactory. The strengths, weaknesses and achievements of the project so far are described below, and grouped into four main categories, assessed through this MTR: i) Project design; ii) Outcome achievements; iii) Implementation arrangements; and iv) Monitoring, evaluation and reporting.

- Project design

The main strength noted by the review team is that the project was designed as a response to LDCs’ calls for support expressed at COP7; it is also well aligned with country priorities for adaptation such as delineated in NCs and NAPAs. In addition, the project’s interventions were refined based stakeholder consultations conducted during the PPG phase; these interventions include thematic trainings relevant to LDCs and provided in their languages. Moreover, lessons learned were integrated as the project was designed to address a lack of capture and transfer of knowledge and lessons learned among LDCs; it also sought not to duplicate existing tools and knowledge platforms by complementing, or synergising with existing ones. However, the review team noted one lessons, underlined by experts consulted during the project’s PPG phase but not sufficiently integrated: the need for basic and technical trainings for all negotiators. Basic trainings – which focus on negotiation processes at the international level – have not targeted senior negotiators while they were deemed useful to hone their skills.

To ensure the project’s sustainability beyond its lifetime, it includes the design of an operational strategy for the LDC Climate Group as a way. Furthermore, a website for the LDC Climate Group was developed and considerations of sustainability and maintenance by the LDC Group incorporated in its design; the website should be launched in July 2018, as per request from LDCs.

The review team also notes that gender considerations have been included in the project design. The Result Framework includes gender-sensitive targets which have been achieved; in addition, gender experts were solicited to design gender-sensitive trainings. Furthermore, the knowledge products produced by the project will be disseminated through communication channels reaching both men and women. However, the review team notes that Indicator for project’s Output 1.2 does not integrate gender aspects and therefore recommend to modify it. Another weakness linked to the project’s logframe is that indicator for Output 3.2 is means-based – looking at the number of countries using the project’s knowledge sharing platforms – instead of result-based – assessing uses of the platforms to exchange knowledge and experience among LDCs –, therefore, the value-add of knowledge networks cannot be assessed.

Finally, the evaluators note that the project’s focus on building individual capacities presents a sustainability risk because of the high staff turn-over in LDCs negotiator groups. This risk is significant because trainings have focused on building individual capacities rather than



institutional capacities. Therefore, it is recommended that future initiatives are designed to build capacities at institutional – rather than individual – level to ensure enhanced negotiation skills within the LDC Group on Climate Change. Institutional capacity-building can be achieved through:

- building/strengthening an institution's networks to coordinate with other relevant institutions, experts, donors, and other partners;
- improving strategy and policies such as long-term planning;
- fostering institutional learning by improving the way lessons are captured, compiled, shared and used within an institution;
- improving the internal structure of an institutions by defining clear roles and responsibilities, coordination mechanisms; and
- building the technical capacity of staff members, which is one component to build institutional capacity.

Note that scorecards can also be used to analyse changes in institutional capacities and adjust training modules if necessary.

- Outcome achievements

Overall, the project has been successful in delivering the planned training activities (Outcome 1) despite a late start because of recruitment issues, resulting in a no-cost extension of the project. It even overachieved some of its targets – including the integration of women in training events. The project has also established one Community of Practice to facilitate sharing of lessons learned and experience among LDCs. One e-learning course has also been designed and attended by 74 participants and several documents or toolkits on collection, analysis, dissemination and archiving of climate change data have been produced in addition to knowledge products on climate change negotiations. These products are being disseminated on knowledge-sharing networks and will also be available on the LCD Group website, which has been developed by the project.

Additional interventions are, however, still required for the project to fully achieve its objective of 20 LDCs having formulated an institutional coordination strategy for effective engagement in intergovernmental climate negotiation processes. For example, toolkits, knowledge products and e-learning materials still need to be translated in relevant languages. Furthermore, an operational strategy for the LCD Climate Group, critical to ensure its sustainability beyond the project's lifetime, is not finalised yet. Without a strong strategy, there is risk that coordination among the LDC group does not last beyond the project's lifetime (the evaluators note that the strategy will be discussed with the Group in July 2018).

- Implementation arrangements

The implementation arrangements, with shared responsibilities between UN Environment and UNDP, appear to have been effective and cost-effective – based on interviews conducted with project partners and members of the project team – with one agency fully in charge of one outcome (UNDP in charge of Outcome 1; and UN Environment in charge of Outcome 2) and



both collaborating to implement Outcome 3; in addition, partnerships with other organisations to provide technical trainings or support knowledge sharing were also successful.

- Monitoring, evaluation and reporting

The evaluators underline that not all progress towards results could be fully assessed because some of the indicators used by the Project Team to measure targets are means-based rather than result-based. For example, no capacity assessment scorecards are available to evaluate capacity building progresses among LDCs. Instead this target is evaluated based on number of participants to training sessions (target is means-based rather than result-based).

The evaluators also note issues in project monitoring and reporting in PIRs and HYRs. These reports are often incomplete and present discrepancies. In addition, the PIRs underline issues related to a lack of communication between the UN Environment PM and TM as well as on financial reporting for the project. However, no solutions are identified in the relevant section of the PIRs to solve these issues.

4.2 *Recommendations*



Table 9: Recommendations

Recommendations	Management response	Key actions	Timeframe	Responsible Unit	Status	Comment
Project design (section 3.1)						
Revise target for Output 3.2. to 'Number of individual interactions through the networks' to better assess the value-add of the knowledge networks set up by the project.				UN Environment		
Revise Output 1.2, Target 2: 'At least 48 senior LDC negotiators (at least one from each LDC; <i>including 30% women</i>) trained on technical knowledge relevant to climate change negotiation topics/streams'.	Recommendation noted and accepted. The gender dimension will be added to the target and reported against in the upcoming M&E activities accordingly	Share the recommendation with the GEF and discuss the procedure to amend the target in the PRF (project result framework). Report against the updated target in the next PIR and ensure it is evaluated during the project TE	Sep 2018: share with GEF and discuss amendment Jun 2019: report in PIR Sep 2019: TE	UNDP & UN Environment		
Outcome achievements (section 3.2)						
Project Objective: Interventions to build capacities at institutional level rather than individual level could be consider in future projects to prevent capacity losses due to high staff turnover.	Recommendation noted. Institutional capacity will be considered in future projects.					
Project Objective: Ensure that the operational strategy under development for LDC Group on climate change outlines options to facilitate logistic	Recommendation noted. Assuming the recommendation	Discuss the recommendation with the Group and find ways to	November 2018	UNDP		



<p>issues for the Group, e.g. by providing DSA and premises for meetings. Facilitating logistics will be instrumental to ensure sustained coordination and collaboration among countries, thereby ensuring the sustainability of this project's outcomes</p>	<p>refers to the operational strategy, this is accepted with the caveat that the strategy, under development, will have to respond to the strategic priorities of the Group</p>	<p>address it in the final formulation of the strategy</p>				
<p>Project Objective: Ensure that the operational strategy for the LDC Climate Group is strong, identifies funding options to maintain the Group, and provide the Group with the required capacities to implement this strategy. To achieve this, a 4-to-6 months project extension is recommended.</p>	<p>Recommendation noted. However, it is not clear whether the review suggests the project provides funding to implement the strategy. If so, the team agrees the recommendation goes beyond the scope of the project and cannot be supported with the remaining budget envelope</p>	<p>Operational Strategy finalized</p>	<p>November 2018</p>	<p>UNDP</p>		
<p>Outcome 1: Initiate long-term mentoring programmes or a train-the-trainers approach to ensure sustained trainings for LDC negotiators.</p>						



Output 2.2: Identify support options for beneficiary countries to collect, compile, analyse and disseminate climate change related data that are realistic in terms of scope and ambition given the limited time and resources available.				UN Environment		
Output 3.1: Build the technical capacities of the LDC Climate Group to operationalise and maintain the website.				UN Environment		



Annex 1 – MTR ToRs

Standard Format for Terms of Reference (ToR)

Organizational Unit: Ecosystems Division: Climate Change Adaptation Unit

1. Purpose

Two Mid-term reviews of two global support projects are to be carried out. These two projects are under the National Adaptation Planning (NAP) Global Support Programme (GSP). They are **“Building capacity for LDCs to participate effectively in intergovernmental climate change processes” GEF project ID:5615** and the **“Assisting non-LDC developing countries with country-driven processes to advance National Adaptation Plans (NAPs)” GEF project ID: 1247**

The NAP GSP project: “Building capacity for LDCs to participate effectively in intergovernmental climate change processes” addresses the shortfalls in institutional and technical capacity – as well as in awareness – that prevent LDCs from assuming greater ownership of the implementation of the UNFCCC. In addition, the GSP supports the establishment of sustainable institutional arrangements so that LDCs have the capacity to coordinate their own adaptation and mitigation efforts. Presently, there are disparate levels of capacity within LDCs to participate effectively in intergovernmental climate change negotiations and the coordination of global climate change efforts. Although there has been an increase in the capacity of LDC negotiators and focal points because of participation in capacity-building initiatives and ongoing UNFCCC processes (such as the NAPA), the development of negotiation skills and technical capacity has not been uniform across all LDCs. Similarly, despite the increase in participation and influence of LDCs in intergovernmental climate change negotiations since the UNFCCC was first established, many LDC negotiators still have limited capacity to represent their countries’ national interests and implement the resolutions of intergovernmental climate change negotiations. As a result, many LDCs are prevented from effective participation in ongoing global efforts to respond to climate change.

The NAP GSP project: “Assisting non-LDC developing countries with country-driven processes to advance National Adaptation Plans (NAPs)” aims to promote medium- to long-term planning for climate change adaptation in non-LDC developing countries. SCCF resources have been allocated to establish a support mechanism focused on three main pillars, namely: i) institutional support; ii) technical capacity-building; and iii) knowledge brokerage. This support will be provided to all non-LDC developing countries upon request and will be flexible enough to be tailored to each country’s needs and national circumstances. The SCCF-financed GSP will therefore support non-LDC developing countries to adapt to the impacts of climate change by providing these countries with an enhanced capacity to plan, finance, and implement adaptation interventions through integration of climate change into medium- to long-term development frameworks. The project is being implemented by UNEP and UNDP and built on existing partnerships built and implementation arrangements put in place under the existing LDCF-funded project ‘Assisting Least developed Countries with country-driven processes to advance National Adaptation Plans’.

1.2 Qualifications / special skills or knowledge

The Consultant should:

- Have completed an advanced university degree in environmental sciences, international development or other relevant political or social sciences area
- Have 5 – 7 years of technical / evaluation experience, including of evaluating large, regional or global programmes and using a Theory of Change approach
- Have good knowledge of climate diplomacy and the negotiation process, multilateral agreements and familiarity with UNFCCC processes
- Knowledge of the UN system, specifically of the work of UN Environment.
- Excellent writing skills in English and, where possible, knowledge of the UN system, specifically of the work of UN Environment and/or UNDP. Experience in managing partnerships, knowledge management and communication is desirable for all evaluation/review consultants.
- Be fluent in English

1.3 Result of services:



In line with the UN Environment Evaluation Policy¹ and the UN Environment Programme Manual², the Mid-Term Review (MTR) is undertaken approximately half way through project implementation to analyze whether the project is on-track, what problems or challenges the project is encountering, and what corrective actions are required. The MTR will assess project performance to date (in terms of relevance, effectiveness and efficiency), and determine the likelihood of the project achieving its intended outcomes and impacts, including their sustainability. The review has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UN Environment and UNDP. Therefore, the review will identify lessons of operational relevance for future project formulation and implementation especially for the second phase of the project, if applicable.

The MTR framework should examine key questions, as follows:

- Undertake a critical analysis of the project’s logframe indicators and targets, assess how “SMART” the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- Are the project’s objectives and outcomes or components clear, practical, and feasible within its time frame?
- Examine to what extent the projects are on track to reach their objective and Outcome targets.
- Recommend corrective actions to keep project implementation on track and for effective use of remaining resources.

1.4 Duration:

3 months

Start Date: 5 March 2018

End Date: 30 May 2018

The consultant is expected to work a total of 60 days over 3 months.

2. Workplan

2.1 Objectives, output expectations and performance indicators:

The overall objective of the consultant’s services is to review progress to date against project objective and targets of the project entitled: **Building capacity for LDCs to participate effectively in intergovernmental climate change processes project** as well as the **“Assisting non-LDC developing countries with country-driven processes to advance National Adaptation Plans (NAPs)” project**; to identify risks to sustainability and to provide recommendations on actions that can be taken to keep implementation progress high and effective and for sustainability of the results. The consultant is expected to deliver high quality products and services in relation to the following:

Deliverables:

1. **2 Inception Reports:** containing the understanding of the consultants on the assignment, a methodology for the data collection including a set of questions to address the review criteria; a list of documents for review, the survey instrument; the proposed set of key informants and survey participants; and the timeline for preparation of the two MTRs.
2. **2 Preliminary Findings Notes:** typically in the form of a powerpoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings. In the case of highly strategic project/portfolio reviews or evaluations with an Evaluation Reference Group, the preliminary findings may be presented as a word document for review and comment.
3. **2 Draft and Final Review Reports:** (see links in Annex 1) containing an executive summary that can act as a standalone document; detailed analysis of the review findings organised by review criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.
4. **2 Response sheets to two rounds of reviews of the draft MTR reports.** The MTR consultant will submit a draft response report addressing UN Environment & UNDP task managers regarding the Agency review of the draft MTRs. One last response sheet addressing external review comments should be prepared.

Note: 1 deliverable each for respective project i.e. one set of deliverables for the “Building Capacity of LDC negotiators Global Support Programme” (LDC Negotiators) project and one set of deliverables for the “Assisting



Least Developed Countries (LDCs) with country-driven processes to advance National Adaptation Plans” (NAPs) project

2.3 MTR framework

Each MTR report should explain; the purpose of the review, exactly what was evaluated and the methods used. The report must highlight any methodological limitations, identify key concerns and present evidence-based findings, consequent conclusions, recommendations and lessons. The report should include an executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

Evidence, findings, conclusions and recommendations should be presented in a complete and balanced manner. The review report shall be written in English, be of no more than 50 pages (excluding annexes), use numbered paragraphs.

The MTR should comprise the following sections:

A. An executive summary (no more than 3 pages) providing a brief overview of the main conclusions and recommendations of the review;

B. Project description and background context giving a brief overview of the evaluated project, for example, the development context; the problems that the project sought to address; the project objective and status of activities, project implementation arrangements and key partners and stakeholders involved in the project;

C. Findings, which should be presented around four themes: i) project strategy ii) progress towards results iii) project implementation and adaptive management and iv) sustainability.

C1: Project strategy should include questions such as the extent to which lessons from similar projects were incorporated into the project design, for example the NAP GSP ‘LDC NAP planning project’; the extent to which stakeholder’s views were taken into account when designing the project; and the sustainability and visibility of the project.

C2. Progress towards results: this should assessment progress in achieving the planned targets at mid-term of the project. The assessment should be based on the Project Implementation Reports, technical reports and interviews with stakeholders and other related information. Key questions would be whether there is evidence of the impact of the institutional and capacity support provided by the project, leading to either more informed policy positions on UNFCCC negotiating agenda items OR (depending on the project) increased information and awareness influencing political decision-making at national levels including national and sectoral adaptation planning processes? Was there increased use of tools and approaches that advanced the NAP processes?

A 6-point scale should be used to assess the project’s progress towards its objective and Outcome: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS); Moderately Unsatisfactory (MU) and Unsatisfactory (U).

C3. Project implementation and adaptive management:

i) *Management arrangements* should include a focus on:

- Whether there was an appropriate focus on results;
- How effectively and efficiently were the projects planned, coordinated and monitored? Did the projects have sufficient resources for projects implementation? What challenges, constraints and opportunities did the projects face in the implementation phases and how did they deal with these (adaptive management)?
- Adequacy of management inputs and processes, including budgeting and procurement;
- Candor and realism in the annual reporting exercise;
- The quality of risk management;
- Responsiveness of the executing agencies to significant execution issues;
- How project implementation delays may have affected project outcomes and sustainability

ii) *Work planning* should include a focus on:

- Causes of start-up and implementation delays, and examine if they have been resolved;
- Identify if work planning processes are results-focused and if not, suggest ways to make them so;
- Examine whether the project logframe is used as a management tool and review any changes made to it since the project start.



iii) *Finance and co-finance* should include a focus on

- variances between planned and actual disbursements,
- variances between actual and planned co-finance,
- the quality of financial controls and whether systems allow for project management to make informed decisions about the budget at any time;
- the number of budget revisions, the appropriateness of the budget revisions and whether funding allocations have been made on the basis of the budget revisions;

iv) *Project level monitoring and evaluation* systems should include a focus on:

- The quality of the monitoring and evaluation plan: were sufficient resources allowed for the implementation of the M&E plan?
- Do the monitoring tools allow for sufficient information about the project performance? Are they efficient?
- The extent to which follow-up action was taken following a PIR?

v) *Stakeholder engagement* which should include a focus on:

- Has the project accounted for the broad geographic extent and large number of stakeholders involved?
- Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Are there any limitations to stakeholder awareness and participation in the project activities?
- Is there any early evidence of increased/improved South-South and North-South collaboration in the NAP development process? What lessons were learnt to sustain and/or improve these collaborations?

vi) *Reporting and communication* which should include a focus on the following:

- Assess how the adaptive management changes have been reported by the project team and shared with the Project Board;
- Whether communications have been regular and effective;
- Whether there are feedback mechanisms from stakeholders to the project management team;
- Whether the communications contribute to the long-term sustainability of the project;

C4. Sustainability:

Sustainability is defined as the continuation of benefits after the project ends. The MTRs will provide mid-term information on the likelihood of the project achieving financial, socio-economic, institutional framework, governance, environmental sustainability. Consequently, the MTR should consider the risks in attaining sustainability at mid-term. The MTR should consider whether the risks identified in the project document are the most appropriate ones and whether the risk ratings are appropriate and up to date. The MTR consultant should consider ways to build risk management into the project strategy.

i) *Financial sustainability:*

- The risks of resources drying up after the project ends;
- The options for financial sustainability;
- Additional factors needed to create an enabling environment for continued financing;

ii) *Socio-economic sustainability:*

- Are there any social or political risks that could jeopardise the sustainability of project outcomes?
- The risk that the level of stakeholder ownership will be insufficient to allow for the project benefits to be sustained;
- Is there sufficient stakeholder awareness in support of the project?
- Are lessons learned being documented by the project team on a continual basis?

iii) *Institutional framework and governance sustainability*

- Do the legal frameworks, policies, governance structures and processes pose risks that jeopardise the project benefits?
- Has the project developed sufficient institutional capacity (systems, structures, expertise) that will be self-sufficient after the project closure date?
- Has the project identified and involved champions who promote sustainability of the project outcomes?



- Has the project achieved stakeholders’ consensus regarding courses of action that can be taken to after the project closure date?

One sustainability rating should be applied following the assessment of the sustainability categories above. The four-point scale is: Likely (L); Moderately Likely (ML); Moderately Unlikely (ML) and Unlikely (U).

F. Conclusions

Based on the review and assessment carried out in Section C above, the report should arrive at a comprehensive and balanced conclusion of the project, highlighting the strengths, weaknesses and results of the project. The conclusions should be well substantiated by the evidence.

The conclusions should be the basis to the identification of practical and feasible recommendations. Recommendations may include:

- Corrective actions for the design, implementation and monitoring and evaluation of the project;
- Actions to follow up on to reinforce the benefits from the project;
- Proposals for future directions

The recommendations should be *actionable* proposals that are:

1. Implementable within the timeframe and resources available
2. Commensurate with the available capacities of project team and partners
3. Specific in terms of who would do what and when
4. Contain results-based language (i.e. a measurable performance target)

The Recommendations should be synthesized in a table highlighting the recommendation, suggested action, responsible party and timing, as follows:

Recommendation	Management response	Key actions	Timeframe	Responsible Unit	Status	Comment

E. Annexes include Terms of Reference, list of interviewees, documents reviewed, brief summary of the expertise of the review team, a summary of co-finance information.

(a) A desk review of:

- Relevant background documentation, inter alia UNEP Medium-term Strategy 2010-2013 and 2014-2017 and Programmes of Work 2012-2013 and 2014-2015, the UNDP Strategic Plan, the goals of GEF-5 Climate Change Adaptation Strategy 2010-2014, LDCF focal area strategies and GEF’s cross-cutting issues and programs on Capacity Development.
- Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), the logical framework and its budget;
- Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence and including the Project Implementation Reviews and Tracking Tool etc.;
- Project outputs: including IFAD, FAO, WHO and UNITAR, UNFCCC and other internal and external partners;
- Project board meeting minutes

2.3.1 Data collection methods

The Consultant, under the overall guidance of UNEP, will develop the MTRs on the basis of a literature review and stakeholder interviews, as follows:

- b) Interviews and surveys with four sets of stakeholders i) the beneficiaries of the one to one NAP support and the regional trainings ii) the partner organizations involved in executing the NAP GSP projects iii) the funder (GEF) and different areas of the UNFCCC Secretariat, eg the LEG group and iv) the executing agencies: UN Environment and UNDP.

2.3 Timeline

Table 1: Timeline for preparation of the mid-term review for both NAP GSP projects



Deliverable	Expected date of delivery
Inception report	21/03/2018
Powerpoint/presentation on preliminary findings and recommendations	13/04/2018
Draft report to UNDP and UNEP	20/04/2018
Comments back to MTR reviewers	30/04/2018
MTR sent for external review	04/05/2018
Comments back to MTR reviewers	18/05/2018
Final Report and updated Powerpoint presentation on the main findings	30/05/2018

2.4 Reporting lines

The consultant will report to of the appointed officer at the Climate Change Adaptation Unit, UN Environment as well as closely collaborate with the relevant UNDP task manager of the project.

2.5 Conduct of work

A kick-off meeting by skype or other remote working means should be organized in the first two weeks of the assignment between the MTR consultants, UN Environment and UNDP to agree on the direction and methods for the MTR.

Data analysis should be conducted in a systematic manner to ensure that all the findings, conclusions and recommendations are substantiated by evidence. Appropriate tools should be used to ensure proper analysis (e.g. including a data analysis matrix that records, for each evaluation question/criteria, information and data collected from different sources and with different methodology).

No mission travel is foreseen for the preparation of these MTRs. Missions can be proposed by the consultants to UN Environment for the data gathering phase of the project and will be considered on its merits.

Primary data collection will be via telephone, skype or other electronic means.

The consultants should maintain regular contact with UN Environment by telephonic or electronic means and seek guidance where needed.



Annex 2 – Example questionnaire or interview guide used for data collection

The questionnaire used to interview project implementation partners is presented in Table 1. Because of a constrained timeline to conduct this MTR and a lack of responsiveness from beneficiary least-developed countries, no interview was conducted with the latter.

Table 1. Questionnaire used to guide interviews with project implementation partners.

1 Satisfaction	
1.1	What in your view have been the key achievements thus far; i.e. what would not have happened, or happened as quickly without the project?
1.2	To what extent is the projects work aligned to key priorities of your organisation/country?
1.3	What are areas in which the project could do better in terms of quality of interactions, processes that the project uses, technical work or knowledge sharing? Please give examples.
1.4	Please comment on how well the project is addressing or incorporating into its work emerging priorities, such as, renewed emphasis of gender equality, sustainability or country ownership?
2 Collaboration and partnering	
2.1	Is the project doing enough to partner with other relevant organisations? In what ways are they working well? Are any important connections not being made, and if this is the case, how can they improve?
2.2	In what ways is the project contributing to international and/or multi-partner for fora? (please provide specific examples)
3 Knowledge management and capacity building	
3.1	Which of the projects knowledge management products - such as tools and methodologies, publications, website - do you use these for your work? Please comment to the extent to which you find these products timely and useful. How could they be improved?
3.2	How do you find out about the projects innovations and activities that occur? From your understanding, how are products being developed for one country being shared with others? How could this be improved?
3.3	In your view, is the project addressing capacity building needs? Please elaborate.
3.4	How does splitting in-depth (one on one) interactions and training between UNDP and UN Environment affect the projects ability to provide support to countries?
4 Future direction	
4.1	Given you experience with the project and other centrally funded projects, what are the strengths and weaknesses of this project and what would you like to see changed in future project designs?
4.2	What are the technical gaps or emerging priorities that need to be addressed, either in the remainder of this project or in a follow on one?



Annex 3 – Ratings scales

Progress towards results were rated according to the scale presented in Table 1.

Table X. Rating scale for progress towards results.

Ratings for Progress Towards Results		
6	Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as “good practice”.
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (MU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets.

As per the ToRs of the MTR, sustainability on the following four-point scale: Likely (L), Moderately Likely (ML), Moderately Unlikely (ML) and Unlikely (U).



Annex 4 – List of persons interviewed

Project implementation partners	
Name	Position/organisation
Mozaharul Alam	Regional Climate Change Coordinator, UN Environment - ROAP
Srilata Kammila	Regional Technical Advisor – Adaptation, UNDP-GEF
Rohini Kohli	Lead Technical Specialist, UNDP-GEF
Umberto Labate	Programme Management Analyst, UNDP-GEF
Lucy Naydenova	Programme Officer, UN Environment -ROAP
Sebastian Rodriguez Claros	Adaptation Specialist, UN Environment Latin America and the Caribbean Office
Esther Lake	Knowledge Management and Communication Specialist, NAP-GSP
Dustin Schinn	GEF
Angus Mackay	UNITAR

Because of a constrained timeline to conduct this MTR and a lack of responsiveness from beneficiary least-developed countries, no interview was conducted with the latter.



Annex 5 – List of documents reviewed

LDC negotiator support publications

- Becoming a UNFCCC delegate – what you need to know
- Climate negotiators terminology – a pocket guide
- Climate negotiators terminology – a pocket guide (French)
- Guide to transparency under UNFCCC and Paris Agreement
- IIED publications funded by UN Environment and attribution to outcomes 1, 2 and 3
- NAPs – understanding mandates and sharing experiences
- Options for the legal form of the Paris outcome
- Paris Agreement and the LDCs
- Paris Agreement and the LDCs (French)
- Study of LDC capacity at the UNFCCC

Reports

- Summary of evaluations
- 2017 breakdown of participants in LDC negotiators seminars and trainings (version 1)
- Evaluation Report – LDC seminar Bonn
- Evaluation Report – LDC training Bangkok
- LDC Negotiator Narrative Report – final
- Report on first E-learning event – climate change diplomacy: negotiating effectively under UNFCCC
- Report on second E-learning event – climate change diplomacy: negotiating effectively under UNFCCC

Outcome 2

LDC negotiators publications

- Attribution of publications to Outcome 1, 2 and 3
- Becoming a UNFCCC delegate – what you need to know
- Climate negotiators terminology – a pocket guide
- Climate negotiators terminology – a pocket guide (French)
- Guide to transparency under UNFCCC and Paris Agreement
- NAPs – understanding mandates and sharing experiences
- Options for the legal form of the Paris outcome
- Paris Agreement and the LDCs
- Paris Agreement and the LDCs (French)
- Study of LDC capacity at the UNFCCC

Output 2.1.1: Negotiating strategy development

- CANSA Progress Report – March 2016 baseline study LDCs capacity
- Publications attributed to Outcomes 1, 2 and 3

Output 2.1.2: E-learning

- 1ST E-learning event list of participants
- 2nd E-learning event list of participants



- LDC Negotiator Narrative Report – final
- Report on first E-learning event – climate change diplomacy: negotiating effectively under UNFCCC
- Report on second E-learning event – climate change diplomacy: negotiating effectively under UNFCCC

Output 2.2.1: Manuals and toolkits

- Publications attributed to Outcomes 1, 2 and 3

Output 2.2.2: National Systems development

- Publications attributed to Outcomes 1, 2 and 3

Outcome 3

LDC Negotiators programme website

LDC Group on climate change website

NAP GSP email newsletter June 2017

Press release – climate negotiators seminar 14 October 2015

Programme management documentation

Contracts

CANSA delivered to Outcome 2

- Evaluation CANSA
- Expenditure Report 21 March 2016
- Interim Report CANSA August 2015
- Prakash Bista
- Progress Report March 2016
- SSFA Progress Report CANSA
- UN Environment SSFA signed 3 November 2015
- UN Environment CANSA SSFA workplan

IIED delivered to Outcomes 1, 2 and 3

- Project Cooperation Agreement 2015
- Evaluation of partner PCA – IIED
- IIED final report
- IIED workplan
- Signed amendment SSFA IIED

UNITAR delivered to Outcomes 1 and 2

- UN to UN Agency Agreement
- Support Project – April 2015

Project board meetings

- Minutes of meetings 2015, 2016, 2018
- Workplans 2015, 2016, 2018



Project documents

- Project Document
- LDC Negotiator Project extension

Reporting

- UNDP:
 - PIR 2016, 2017
 - IATI Negotiators
 - QA form 2018
- UN Environment :
 - Half-yearly Progress Reports 2015, 2016, 2017
 - PIR 2016, 2017



Annex 6 – Co-financing

Co-financing for Output 2.1 (in-kind):

- UNITAR e-learning course - US\$ 54,000
- UNITAR One UN Training Service platform – US\$ 1,000,000



Annex 7 – Signed UNEG code of conduct form

(Each UNEG member to create its own forms for signature)

Annex 2: United Nations Evaluation Group Code of Conduct for Evaluation in the UN System

Evaluation Consultants Agreement Form

To be signed by all consultants as individuals (not by or on behalf of a consultancy company) before a contract can be issued.

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

Name of Consultant: Adele Cormac

Name of Consultancy Organisation (where relevant): C4 EcoSolutions Pty Ltd

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

Signed at (place) on (date)

Cape Town on 17 May 2018

Signature:  _____



Annex 8 – Signed MTR final report clearance form

Pending upon clearance of the MTR final report.