

**Validated Terminal Review of the UNEP-GEF Project
'Capacity Building for Burkina Faso's transparency
system for climate change mitigation and adaptation'
(GEF ID 10025)
2020 – 2024**



**UNEP Climate Change Division
Validation date: January 2025**



This report has been prepared by an external consultant as part of a Terminal Review, which is a management-led process to assess performance at the project's operational completion. The UNEP Evaluation Office provides templates and tools to support the review process and provides a formal assessment of the quality of the Review report, which is provided within this report's annexed material. In addition, the Evaluation Office formally validates the report by ensuring that the performance judgments made are consistent with evidence presented in the Review report and in-line with the performance standards set out for independent evaluations. As such the project performance ratings presented in the Review report may be adjusted by the Evaluation Office. The findings and conclusions expressed herein do not necessarily reflect the views of Member States or the UN Environment Programme Senior Management.

For further information on this report, please contact:

Julien LHEUREUX
UNEP Climate Change Division
GEF Climate Mitigation Unit
Nairobi, Kenya
julien.lheureux@un.org
+254 (0) 207625452

Capacity Building for Burkina Faso's transparency system for climate change mitigation
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The reviewer team would like to thank the project team and in particular Mr Alain Combassere for his contribution and collaboration throughout the review process. The reviewer would also like to thank all the sectoral focal points including from the CNDD for their time in discussing both the constraints and achievements of this project

The review consultant hopes that the findings, conclusions and recommendations will contribute to the successful finalisation of the current project, formulation of a next phase and to the continuous improvement of similar projects in other countries and regions.

BRIEF EXTERNAL CONSULTANT(S) BIOGRAPHY

With over 20 years of experience in environmental and biodiversity fields, Vincent LEFEBVRE has developed extensive expertise in the evaluation of climate change policies, biodiversity conservation, and sustainable development projects. His work includes over 15 years of involvement in climate change initiatives, particularly within the UNFCCC frameworks, focusing on the development and assessment of National Adaptation Plans (NAPs), Paris Agreement transparency frameworks, and the implementation of climate mitigation strategies. He has contributed to the advancement of climate change Monitoring, Reporting, and Verification (MRV) systems, including greenhouse gas (GHG) inventories, projections, and climate action data analysis.

His career has taken him across multiple regions, including Africa, Latin America, and the Pacific, where he has worked on capacity-building interventions to strengthen institutional frameworks for climate policy and transparency reporting. Through evaluations for organizations such as the UNDP, European Union, and GEF, he has provided assessments of GHG emissions, mitigation actions, and national compliance with international climate commitments.

In addition to his evaluation work, he has been involved in capacity-building projects aimed at supporting national institutions in climate resilience and environmental governance, particularly in the context of the Paris Agreement's enhanced transparency framework. His experience in global climate policy and institutional capacity building has positioned him as a key contributor to climate action and environmental sustainability efforts.

Review consultant

Vincent Lefebvre

ABOUT THE REVIEW

Joint Review: No

Report Language(s): English.

Review Type: Terminal Review

Brief Description: This report is a management-led Terminal Review of a UNEP/GEF project implemented between 2019 and 2024. The project's overall goal was to develop Burkina Faso's institutional and human capacities to meet reporting requirements of the Enhanced Transparency Framework of the Paris Agreement especially for the priority sectors of AFOLU and Waste. The review sought to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The review has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, the GEF and the relevant agencies of the project's participating country.

Key words¹: Climate change, MRV, Capacity Development, Burkina Faso, Climate Reporting, CBIT, GHG Inventory, NDC Tracking, National Adaptation Planning, Focal Points

Source(s) of Funding by Country: GEF funding and co-financing from the government of Burkina Faso (Ministry of Environment, Water and Sanitation).

Source(s) of Funding by Institution Type:

Foundation/NGO	No
Private Sector	No
UN Body	No
Multilateral Fund	No
Environment Fund	Yes

Primary data collection period: 1st of May 2024 – 20th of July 2024

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¹ Please provide maximum five key words, which are not already in the project title.

Table of contents

ACKNOWLEDGEMENTS	3
ABOUT THE REVIEW	4
LIST OF ACRONYMS	7
PROJECT IDENTIFICATION TABLE	9
EXECUTIVE SUMMARY	11
I. INTRODUCTION	17
A. Institutional context	17
B. Purpose of the Terminal Review	17
C. Key Audience for the Terminal Review Findings	18
II. REVIEW METHODS	19
III. THE PROJECT	23
A. Context	23
B. Objectives and components	24
C. Stakeholders	26
D. Project implementation structure and partners	28
E. Changes in design during implementation	30
F. Project financing	31
IV. THEORY OF CHANGE AT REVIEW	33
V. REVIEW FINDINGS	36
A. Strategic Relevance	36
B. Quality of Project Design	40
C. Nature of the External Context	43
D. Effectiveness	44
E. Financial Management	60
F. Efficiency	62
G. Monitoring and Reporting	63
H. Sustainability	65
I. Factors Affecting Performance and Cross-Cutting Issues	67
VI. CONCLUSIONS AND RECOMMENDATIONS	74
A. Conclusions	74
B. Summary of project findings and ratings	75
C. Lessons learned	87
D. Recommendations	89
ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS	95
ANNEX II. REVIEW FRAMEWORK / MATRIX	96
ANNEX III. PEOPLE CONSULTED DURING THE REVIEW	107
ANNEX IV. KEY DOCUMENTS CONSULTED	109
ANNEX V. REVIEW ITINERARY	111
ANNEX VI. PROJECT BUDGET AND EXPENDITURES	113
ANNEX VII. FINANCIAL MANAGEMENT	114
ANNEX VIII. COMMUNICATION AND OUREACH TOOLS	116
ANNEX IX. BRIEF CV OF THE REVIEWER	117
ANNEX X. REVIEW TORS (WITHOUT ANNEXES)	119
ANNEX XI. GEF PORTAL INPUTS (FOR GEF FUNDED PROJECTS)	140
ANNEX XII. IMPLEMENTATION PLAN OF RECOMMENDATIONS	143

ANNEX XIII. QUALITY ASSESSMENT OF THE REVIEW REPORT	148
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LIST OF ACRONYMS

AfDB	African Development Bank
AFAT	<i>Agriculture, Forêts et Aménagement Territoire</i> - Agriculture, Forestry and Other Land Uses
AFOLU	Agriculture, Forestry, and Other Land Use
API	Application Programming Interface
AQ/CQ	<i>Assurance Qualité / Contrôle Qualité</i> - Quality Assurance / Quality Control
BUR	Biennial Update Report
CBIT	Capacity-Building Initiative for Transparency
CCNUCC	<i>Convention Cadre des Nations Unies sur les Changements Climatiques</i> - United Nations Framework Convention on Climate Change
CGBD	<i>Cellule de Gestion de la Base de Données</i> - Database Management Unit
CNDD	<i>Comité National Développement Durable</i> – Sustainable Development National Committee
COPIL	<i>Comité de Pilotage</i> - Steering Committee
CSO	Civil Society Organization
FGD	Focus Group Discussion
ECOWAS	Economic Community of West African States
ETF	Enhanced Transparency Framework
FAO	Food and Agriculture Organization
GEF	Global Environment Facility
GHG	Greenhouse Gas
HYPR	Half-Yearly Progress Report
ICAT	Initiative for Climate Action Transparency
INSD	<i>Institut National Statistiques et Démographie</i> – National Institute for Statistics and Demography
IPCC	Intergovernmental Panel on Climate Change
IPPU	Industrial Processes and Product Use
MEEA	<i>Ministère de l'Environnement, de l'Eau et de l'Assainissement</i> - Ministry of Environment, Water and Sanitation ²
MRV	Measurement, Reporting, and Verification
NDC	Nationally Determined Contribution
MTS	Medium-Term Strategy
ONDD	<i>Observatoire National Développement Durable</i> – Sustainable Development National Observatory
ONEA	<i>Office National Eau et Assainissement</i> - National Office for Water and Sanitation
PCU	Project Coordination Unit
PIR	Project Implementation Report
PIUP	<i>Procédés Industriels et Utilisation des Produits</i> - Industrial Processes and Product Use
PMC	Project Management Costs
PMU	Project Management Unit
PoW	Programme of Work
ProDoc	Project Document
PSC	Project Steering Committee
SP-CNDD	<i>Secrétariat Permanent - Comité National Développement Durable</i> – Permanent Secretary – National Committee for Sustainable Development

² Previously called: Ministry of Environment, Green Economy and Climate Change

QA	Quality Assurance
QC	Quality Control
ROCA	<i>Refroidissement respectueux de l'Ozone et du Climat en Afrique de l'Ouest et Centrale</i> - Ozone and Climate-friendly Cooling in West and Central Africa
SDG	Sustainable Development Goals
SNV	<i>Stichting Nederlandse Vrijwilligers</i> - Netherlands Development Organization
ToC	Theory of Change
ToR	Terms of Reference
TR	Terminal Review
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change

PROJECT IDENTIFICATION TABLE

GEF Project ID/SMA ID ³ :	GEF ID 10025	SMA ID 38523		
Implementing Agency (UNEP Division/Branch/Unit):	Industry and Economy Division / Energy and Climate Branch / Climate Change Mitigation Unit ⁴	Executing Agency:		Ministry of Environment, Water and Sanitation ⁵
Sources of Funding (Co-finance):	Country ⁶ (ies): Burkina Faso		Institution ⁷ Name/Type: Ministry of Environment, Water and Sanitation (government institution)	
Relevant SDG(s):	SDG-13. Take urgent action to combat climate change and its impacts			
MTS (at approval):	MTS 2018-2021	UNEP approval date:		26 July 2019
POW Direct Outcome(s) number/reference (applicable for projects approved from 2022):	POW Direct Outcome: 1.3 Transparency and accountability of government and non-government climate action, including from the private sector and finance community is strengthened	MTS 2025 Outcome(s) number/reference (applicable for projects approved from 2022): OR POW Expected Accomplishment(s) number/reference (applicable for projects approved pre-2022):		MTS 2025 Outcome: 1C - State and non-state actors adopt the enhanced transparency framework arrangements under the Paris Agreement
	POW Output: n/a			POW Expected Accomplishment: (b) Countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies
Sub-programme:	Climate action (UNEP 2022-2025 MTS)	Programme Coordination Project:		Transparency PCP
UNEP approval date:	24 September 2019	GEF approval date:		26 July 2019
GEF Operational Programme #:	GEF-6	GEF Strategic Priority:		CBIT
Project type:	Medium Size	Focal Area(s):		Climate Change Mitigation
Expected start date:	3 October 2019	Actual start date:		3 September 2020
Planned completion date:	30 September 2022	Actual operational completion date:		31 March 2024,

³ SMA refers to the ID provided by the Integrated Planning, Management and Reporting Solution (IPMR) system, which was introduced by UNEP in July 2023.

⁴ Since February 2024, now under the Climate Change Division / Mitigation Branch / GEF Climate Mitigation Unit

⁵ Previously called: Ministry of Environment, Green Economy and Climate Change

⁶ Where applicable, list countries who have provided project funds and/or co-finance.

⁷ Indicate where funding institutions are any/all of the following: Foundation/NGO; Private Sector; UN Body; Multilateral Fund; Environment Fund.

Planned total project budget at approval:	US\$ 1,330,000	Actual total expenditures reported as of 30 September 2024:	US\$ 1,242,122 ⁸
GEF grant allocation:	US\$ 1,180,000	GEF grant expenditures reported as of 30 September 2024:	US\$ 1,102,122
Expected Medium-Size Project/Full-Size Project co-financing:	Cash: US\$ 80,000 In-kind: US\$ 70,000	Secured Medium-Size Project/Full-Size Project co-financing:	Cash: US\$ 0 In-kind: US\$ 140,000
No. of formal project revisions:	2	Date of last approved project revision:	03/04/2024
No. of Steering Committee meetings:	4	Date of Last Steering Committee meeting:	13/03/2024
Mid-term Review/ Evaluation (<i>planned date</i>):	n/a	Mid-term Review/ Evaluation (<i>actual date</i>):	n/a
Terminal Review(<i>planned date</i>):	30/09/2024	Terminal Review (<i>actual date</i>):	25/11/2024
Coverage - Country(ies):	Burkina Faso	Coverage - Region(s):	West Africa
Dates of previous project phases:	n/a	Status of future project phases:	n/a yet

Table 1 Project Identification Table

⁸ Includes both the GEF grant and co-finance.

EXECUTIVE SUMMARY

Project background

1. The Capacity Building for Burkina Faso's Transparency System for Climate Change Mitigation and Adaptation project (called Burkina Faso CBIT project in this report) was designed to address significant gaps in Burkina Faso's ability to meet the international climate transparency requirements mandated by the Paris Agreement. Initially, the country faced challenges in implementing an effective MRV (Monitoring, Reporting, and Verification) system, which included fragmented institutional coordination, inadequate data collection and management systems, and limited technical expertise in tracking and reporting GHG (greenhouse gas) emissions. High-priority sectors requiring intervention included agriculture, forestry and waste, as these were significant sources of emissions.
2. The project aimed to improve Burkina Faso's climate transparency framework by establishing a national MRV system, strengthening institutional structures for climate data management, and enhancing technical capacities across sectors. Through targeted training, system development, and coordination initiatives, the project sought to empower stakeholders with the skills and resources necessary for effective data collection, analysis, and reporting. Originally set from October 2019 to September 2022, the project was extended by eighteen (18) months, concluding in March 2024, due to disruptions related to political instability, COVID-19 and administrative delays that impacted project progress.

This Review

3. The Terminal Review (TR) for the Burkina Faso CBIT project was conducted to assess the project's relevance, quality of project design, nature of external content, effectiveness, financial management, efficiency, monitoring and reporting, and sustainability in achieving its objectives. The review aimed to provide an evidence-based assessment of the project's outputs and outcomes, as well as to document lessons learned and make recommendations for similar future initiatives. This review followed UNEP's criteria, covering strategic relevance, project design quality, effectiveness, financial management, efficiency, monitoring and reporting, and sustainability.
4. Data collection methods included a thorough review of project documentation, interviews with key project stakeholders, and group discussions with representatives from government agencies, civil society, and technical teams. Some constraints were encountered, such as limited access to certain stakeholders (e.g. Coordinator). However, data was gathered from multiple sources to support a balanced and comprehensive assessment of the project's overall performance and its results.

Key findings

5. The project demonstrated strong relevance to Burkina Faso's climate objectives, aligning with the Paris Agreement's Enhanced Transparency Framework (ETF) and supporting the country's NDC commitments by addressing climate data gaps. The project was also consistent with UNEP's Medium-Term Strategy (MTS) and contributed to the GEF's Capacity-Building Initiative for Transparency (CBIT) goals, fostering enhanced climate governance and data management capabilities within Burkina Faso.
6. Effectiveness was achieved through the establishment of an MRV system, institutional frameworks, and improved sectoral collaboration, which collectively advanced the transparency of climate data management. However, political instability and high turnover among government officials posed challenges to long-term continuity and coordination between ministries.

7. Efficiency was maintained despite several delays stemming from administrative processes and disruptions due to political instability. Adaptive measures and resource reallocations ensured progress, particularly in technical training and MRV system development. Nonetheless, these delays necessitated a project extension to fully achieve the intended outputs.
8. Sustainability of project outcomes depends on continued government support and the institutionalization of MRV roles within Burkina Faso's climate governance framework. The establishment of protocols, the appointment of focal points, and enhanced stakeholder capacities provide a foundation for long-term impact. However, limited budget allocations for MRV maintenance raise concerns about the system's longevity post-project.
9. The project successfully delivered several key outputs (under two components), though with varying degrees of effectiveness:
10. **Component 1** "Institutionalization of Climate Transparency to meet the Enhanced Transparency Framework of the Paris Agreement". This component focused on creating a robust framework to support climate data management and reporting. The four key outputs include:
 - **Output 1.1:** Establishment of a climate change coordination framework with designated focal points across key ministries and sectors. This output involved creating a structured coordination framework for climate transparency, including the appointment of focal points in essential ministries such as agriculture, energy, forestry, and waste management. These designated roles were tasked with overseeing climate data collection and reporting within their respective sectors, facilitating standardized data-sharing practices across ministries. By formalizing inter-ministerial collaboration, this framework strengthened communication channels and provided accountability mechanisms for MRV activities. However, sustaining this collaboration may require further efforts to institutionalize these roles within existing government structures.
 - **Output 1.2:** Awareness-raising and capacity-building sessions on climate transparency mechanisms for diverse stakeholders. The project conducted a series of workshops to enhance understanding of climate transparency requirements and MRV functions among stakeholders from the government, civil society, academia, and the private sector. These sessions introduced participants to international transparency standards, the importance of climate data accuracy, and the operational aspects of the MRV system. Participants gained insight into how MRV processes support national climate commitments, with feedback indicating strong engagement. However, stakeholders recommended adding sector-specific training to address unique data management needs across different areas of expertise, which could further solidify practical MRV implementation.
 - **Output 1.3:** Development and adoption of climate data-sharing protocols to ensure consistent and transparent reporting. Standardized data-sharing protocols were established to create consistency in data collection, verification, and submission across sectors. These protocols provide clear guidelines for managing climate data, defining roles, responsibilities, and data verification steps that each ministry should follow. By unifying data management practices, these protocols aim to reduce discrepancies in reporting and align each sector's contributions with national MRV standards. Although this output supports more reliable reporting processes, future updates may be required to refine sector-specific data handling procedures and enhance data accuracy in evolving areas of climate monitoring.
 - **Output 1.4:** Design and implementation of a long-term climate transparency strategy to sustain MRV practices. The project developed a strategic plan focused on

embedding climate transparency within Burkina Faso's long-term climate governance framework. This strategy outlines steps for maintaining MRV activities, securing continuous funding, and integrating MRV data into national policy planning and decision-making. The strategic plan provides a roadmap for transitioning MRV roles and responsibilities from project-based support to institutionalized processes, with an emphasis on aligning MRV efforts with Burkina Faso's Nationally Determined Contributions (NDCs) and other international commitments. However, the success of this strategy will depend on consistent budgetary support and dedicated government resources for long-term MRV system maintenance.

11. **Component 2** "Tracking Progress of Climate Change Mitigation and Adaptation". This component was dedicated to building technical capacity for monitoring and evaluating climate actions, particularly within the Agriculture, Forestry, and Other Land Use (AFOLU) and Waste sectors. The eight outputs include:

- **Output 2.1:** Analysis of current monitoring and evaluation practices and identification of gaps. A comprehensive assessment was conducted to analyze Burkina Faso's existing monitoring and evaluation practices within climate-relevant sectors. This analysis identified key gaps in technical expertise, data consistency, and reporting procedures, providing a baseline for MRV system development. The findings highlighted areas requiring capacity strengthening and guided the MRV design to address specific challenges in data accuracy, sectoral data integration, and compliance with international standards.
- **Output 2.2:** Design, testing, and operationalization of a domestic MRV system. A customized MRV system was developed, rigorously tested, and then implemented to serve as a centralized platform for collecting, managing, and reporting climate data. This output involved multiple stages, including system customization to meet local needs, iterative testing to refine functionality, and staff training for operational management. The MRV system now provides a streamlined and standardized approach for Burkina Faso to track its greenhouse gas emissions, improve data accessibility, and facilitate transparent reporting, though sustained technical support is recommended for long-term integration across all sectors.
- **Output 2.3:** Development of country-specific emission factor methodologies tailored to AFOLU and Waste sectors. Emission factor methodologies were created to enhance the accuracy of GHG inventories, specifically adapted to Burkina Faso's unique conditions in AFOLU and Waste. This output involved data collection and analysis to ensure the emission factors accurately reflected the emissions profile of each sector, accounting for local agricultural practices, waste management systems, and land-use patterns. The adoption of these tailored methodologies improves reliability in national climate data, supporting more precise emissions estimates that can be used for both national planning and international reporting.
- **Output 2.4:** Training on MRV system usage provided to government, civil society, and private sector stakeholders. Extensive training sessions were held to build stakeholder knowledge and skills in using the MRV system, covering data entry, quality control, analysis, and reporting. Over 200 participants received hands-on guidance to understand the system's functionality and protocols for consistent data management. These sessions aimed to ensure that each sector could independently contribute accurate data, reinforcing the transparency framework. Post-training support was recommended to help participants apply new skills, particularly in government ministries where MRV integration is critical to daily operations.
- **Output 2.5:** Implementation of peer exchange activities to facilitate learning and experience sharing. Peer exchange activities enabled stakeholders in Burkina Faso to learn from the experiences of regional and international counterparts involved in

similar climate transparency efforts. These exchanges allowed participants to explore best practices in MRV, data collection, and reporting, offering practical insights for adapting lessons to Burkina Faso's specific context. The exchanges strengthened relationships with other nations facing similar transparency challenges, promoting ongoing cooperation that could enhance data consistency and transparency in the region.

- **Output 2.6:** Review of baseline projections for NDC and NAP alignment. A thorough review of baseline projections related to Burkina Faso's Nationally Determined Contributions (NDCs) and National Adaptation Plan (NAP) was conducted to ensure accurate alignment between national targets and baseline data. This review updated projections and provided a clearer understanding of current emissions levels, helping to adjust national targets to more realistic, data-driven baselines. This output ensures that future climate actions are based on current, verified data, supporting effective planning and monitoring of progress.
 - **Output 2.7:** Development of a methodology to track progress in NDC and NAP implementation. A tailored methodology was created to monitor Burkina Faso's progress in implementing climate mitigation and adaptation initiatives outlined in its NDC and NAP. This output included establishing transparency indicators and data-tracking mechanisms for systematic reporting on climate action results. The methodology enables regular assessments of progress, helping identify areas where adjustments may be necessary to achieve climate goals. These tracking tools support ongoing improvements in accountability, providing the government with data to guide decision-making.
 - **Output 2.8:** Tracking of public and private expenditures related to NDC and NAP implementation in the AFOLU and Waste sectors. Financial tracking tools were developed to monitor both public and private investments in the AFOLU and Waste sectors, capturing expenditures relevant to climate mitigation and adaptation. This output supports transparency in climate financing, enabling the government to document financial flows, assess resource allocations, and evaluate funding effectiveness. By tracking sector-specific expenditures, Burkina Faso can better understand the financial resources needed for sustained climate action and make data-informed budget decisions that align with its NDC and NAP objectives.
12. Together, these outputs significantly advance Burkina Faso's climate transparency framework, equipping the country with a more comprehensive system for monitoring, reporting, and verifying climate data. Achieving long-term sustainability of these outputs will depend on continued support and adequate funding to ensure the MRV system's full integration into national practices.

Conclusions

13. The Capacity Building for Burkina Faso's Transparency System for Climate Change Mitigation and Adaptation project made significant progress in advancing climate transparency. By establishing an MRV (Monitoring, Reporting, and Verification) system and building institutional capacity, the project provided Burkina Faso with essential tools to track, report, and verify greenhouse gas emissions. These improvements support Burkina Faso's Nationally Determined Contributions (NDCs) and align with the Paris Agreement's transparency requirements.
14. The project demonstrated strong relevance, addressing critical gaps in data collection and management within high-emission sectors such as agriculture, forestry, energy, and waste. These efforts support both UNEP's and GEF's transparency goals, empowering national institutions with systems to improve climate data management and reporting.

15. However, challenges remain that could affect long-term impact. Technical issues with MRV equipment and a need for continued training and post-training support were noted, as they are essential for stakeholders to apply MRV practices consistently. Additionally, institutional structures, such as sectoral focal points and data-sharing protocols, remain largely dependent on project-based support. Without a clear transition plan to formalize these roles within government operations and secure national budget allocations, the sustainability of these efforts is at risk. Political turnover and limited national funding also pose risks to ongoing MRV activities.
16. In financial terms, the project increased transparency around climate-related expenditures, yet future sustainability will require dedicated budget lines for MRV maintenance. Ongoing collaboration with international partners and climate funds could further strengthen Burkina Faso's MRV framework, ensuring it can meet evolving climate commitments.
17. While the project laid a solid foundation for climate transparency, ensuring its long-term success will depend on formal government support and budgetary commitments. Burkina Faso's ongoing commitment to institutionalizing MRV functions across sectors will be crucial for maintaining progress toward its climate goals under the Paris Agreement.

Lessons Learned

18. Lesson 1: Identify Budget Gaps Early: Inadequate assessment of budget gaps at project inception led to difficulties in meeting initial objectives. Future projects should conduct thorough budget reviews early on and establish contingency plans.
19. Lesson 2: Ensure Post-Training Follow-Up: Training efforts lacked sufficient follow-up mechanisms to assess the application of acquired skills. Including structured follow-up activities in future projects would help track the practical impact of training.
20. Lesson 3: Enhance Private Sector Engagement with Inclusive Strategies: Engagement with the private sector was limited due to insufficiently targeted outreach. Future projects should develop clear, inclusive communication strategies for businesses, including gender-sensitive approaches.
21. Lesson 4: Keep MRV Systems Simple: The straightforward MRV system design, using freeware and manual data entry, was effective in maintaining engagement. Future MRV systems should prioritize simplicity to support broader adoption across sectors.
22. Lesson 5: Involve Senior Leadership for Effective Implementation: Involvement of high-level management increased the effectiveness of MRV focal points. Engaging senior leaders from the outset can reinforce project priorities and facilitate focal points' roles.
23. Lesson 6: Address Budget and HR Constraints Through Adaptive Budgeting: The project's flexible approach to budgeting, including support from complementary projects, helped to address financial and staffing challenges. Early partnerships and adaptive budgeting can enhance project outcomes.
24. Lesson 7: Start Practical, Sector-Specific Training Early: Delayed sector-specific training impacted MRV implementation. Initiating practical, tailored training at the project's start can better prepare stakeholders to apply MRV practices effectively.
25. Lesson 8: Implement Structured Follow-Up to Maximize Training Impact: The absence of structured follow-up limited the sustainability of training benefits. Incorporating post-training support, such as refresher sessions, can help ensure lasting impact.

Recommendations

26. Recommendation 1: Strengthen Data Collection Mechanisms and Integrate Subnational Level: to improve climate reporting, it is essential to integrate subnational data collection, particularly in agriculture, forestry, and waste; strengthened orientation and resources for regional focal points, along with comprehensive training, will enhance the representation of regional realities in national policies and empower local governments for greater accountability in climate transparency.
27. Recommendation 2: Improve Institutional Capacity through Targeted Capacity Building and Long-term Training Programs: training should focus more on practical applications and provide long-term support to stakeholders; by including refresher courses and ongoing workshops, the MRV system can be sustainably managed despite high staff turnover, ensuring consistent institutional capacity to meet climate reporting obligations.
28. Recommendation 3: Address Private Sector Involvement in Climate Transparency by Enhancing Awareness and Gender Inclusion: enhancing awareness in industries like mining and cement manufacturing will encourage private sector engagement in climate transparency; integrating gender mainstreaming into these efforts will also ensure equal participation and leadership opportunities for women, promoting comprehensive and inclusive reporting.
29. Recommendation 4: Stabilize Focal Points and Strengthen Long-Term Data Collection Protocols: high staff turnover disrupts the MRV processes ; stabilizing roles and providing continuous training with standardized data collection protocols (post-training strategies) will ensure consistent and high-quality climate data, even during personnel changes.
30. Recommendation 5: Develop Monitoring and Follow-Up Tools for the National Adaptation Plan (NAP) and Establish a Knowledge Management System: a centralized knowledge management system is needed to preserve insights and experiences from the project; this, combined with specific monitoring tools for the NAP, will enable effective tracking of adaptation efforts and ensure institutional memory for future climate resilience strategies.

Validation

The report has been subject to an independent validation exercise performed by UNEP's Evaluation Office. The performance ratings for the Burkina Faso Climate Transparency Framework project, set out in the Conclusions and Recommendations section, have been adjusted as a result. The overall project performance is validated and remains at the '**Satisfactory**' level. Moreover, the Evaluation Office has found the overall quality of the report to be '**Moderately Satisfactory**' (see Annex XIII).

I. INTRODUCTION

A. Institutional context

31. At the time the project was formulated, Burkina Faso faced significant challenges in meeting its international climate reporting obligations under the Paris Agreement. The country lacked an established, centralized system for Monitoring, Reporting, and Verification (MRV) of greenhouse gas (GHG) emissions, which hindered its ability to track progress on its Nationally Determined Contributions (NDCs) and other climate action commitments. While several institutions, such as the Ministry of Environment, Water and Sanitation (MEEA)⁹, were involved in climate-related activities, coordination between ministries and sectors was fragmented, resulting in inconsistent data collection and reporting practices.
32. The absence of an integrated MRV system led to significant gaps in climate data management, including inadequate tracking of emissions, insufficient monitoring of mitigation and adaptation efforts, and limited transparency in reporting to international bodies such as the UNFCCC. Furthermore, while individual ministries and institutions possessed some capacity for climate governance, these capacities were unevenly distributed, and technical expertise in data collection and management was lacking across sectors.
33. The project was designed to address these institutional weaknesses by establishing a national MRV system that would provide a standardized framework for collecting, managing, and reporting climate data. This system aimed to resolve the fragmentation by improving inter-ministerial coordination, ensuring that all relevant sectors—such as Agriculture, Forestry, and Waste—contributed accurate and timely data to the national reporting system. In addition to improving data collection processes, the project sought to build the technical capacity of key institutions to operate the MRV system and fulfil Burkina Faso's climate reporting obligations under the Enhanced Transparency Framework (ETF) of the Paris Agreement.
34. By addressing these institutional gaps, the project was expected to enhance Burkina Faso's overall climate governance and transparency, ensuring that the country could meet its international commitments while also using reliable data to inform national climate policies.

B. Purpose of the Terminal Review

35. In accordance with the UNEP Evaluation Policy and UNEP Programme and Project Management Manual, the Terminal Review (TR) was undertaken following the operational completion of the Burkina Faso Climate Transparency Framework project. The purpose of this review was to assess the project's overall performance in terms of relevance, effectiveness, and efficiency, while also determining its outcomes and impacts, both actual and potential. A critical component of the TR was the assessment of the sustainability of these outcomes, with a particular focus on the project's capacity to continue delivering results beyond its official closure.
36. The Terminal Review has two key objectives: (i) to provide evidence-based insights into the project's achievements in meeting its goals and accountability requirements, and (ii) to support operational improvement and enhance learning and knowledge sharing within UNEP and its partners. This includes documenting the lessons learned during project

⁹ Previously called Ministry of Environment, Green Economy, and Climate Change (MEEVCC)

implementation to inform similar future initiatives. By reflecting on what worked well and what could be improved, the TR promotes a culture of continuous learning and improvement among UNEP and other stakeholders engaged in climate transparency initiatives.

37. The review evaluated the project against a number of UNEP's key criteria, including: (a) Strategic Relevance, to assess the project's alignment with national priorities and international commitments such as the Paris Agreement; (b) Quality of Project Design, including the robustness of its results framework; (c) the Nature of the External Context, particularly the impact of external challenges like political instability and the COVID-19 pandemic; (d) Effectiveness, focusing on the extent to which the project achieved its planned objectives; (e) Financial Management, ensuring the project's resources were used efficiently and transparently; (f) Efficiency, examining how well project activities were managed within the given resources and timelines; (g) Monitoring and Reporting, assessing the quality and consistency of data collection and reporting mechanisms; (h) Sustainability, focusing on the likelihood of continued project benefits after closure; and (i) Factors Affecting Project Performance, including cross-cutting issues such as gender equality, human rights, and stakeholder engagement.
38. This Terminal Review is the first and only comprehensive review undertaken for the project, as no Mid-Term Review was conducted during the implementation phase. The findings from this TR are expected to contribute to future UNEP projects and provide insights for improving the sustainability and replication of the results in Burkina Faso and other countries engaged in enhancing their climate transparency frameworks.

C. Key Audience for the Terminal Review Findings

39. The key intended users of the Terminal Review (TR) findings include the Global Environment Facility (GEF), as the primary funding partner, and UNEP, the Implementing Agency. The findings will assist GEF in evaluating the accountability and impact of its financial contributions, while UNEP will use them to improve future project design and implementation.
40. The National Council for Sustainable Development (CNDD) of the Ministry of Environment, Water and Sanitation, serving as the Executing Agency, will utilize the lessons learned to strengthen its capacity to manage climate transparency and MRV systems.
41. Other key audiences include government ministries, civil society organizations, and international partners, who will use the results to inform ongoing and future climate transparency initiatives.

II. REVIEW METHODS

1. UNEP's review model/approach

42. UNEP's Terminal Reviews (TRs) are guided by a structured approach to ensure comprehensive assessment of projects' performance. The review is designed to assess the relevance, efficiency, effectiveness, sustainability, and impacts of the project while drawing lessons for future interventions.

i) Definitions of review criteria

43. In line with the UNEP Evaluation Policy, the UNEP Programme Manual and the Guidelines for GEF Agencies in Conducting Terminal Evaluations, this TR/MTR has been carried out using a set of 9 commonly applied review criteria which include: (1) Strategic Relevance¹⁰, (2) Quality of Project Design, (3) Nature of External Context, (4) Effectiveness (incl. availability of outputs; achievement of outcomes and likelihood of impact), (5) Financial Management, (6) Efficiency, (7) Monitoring and Reporting, (8) Sustainability and (9) Factors Affecting Project Performance and Cross-Cutting Issues (see Annex II: Review Framework/Matrix for more details on each review criterion).

44. Most review criteria are rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability and Likelihood of Impact are rated from Highly Likely (HL) down to Highly Unlikely (HU) and Nature of External Context is rated from Highly Favourable (HF) to Highly Unfavourable (HU). The ratings against each criterion are 'weighted' to derive the Overall Project Performance Rating. The greatest weight is placed on the achievement of outcomes, followed by dimensions of sustainability.

ii) Matrix of ratings levels for each criterion

45. The UNEP Evaluation Office has developed detailed descriptions of the main elements required to be demonstrated at each level (i.e. Highly Satisfactory to Highly Unsatisfactory) for each review criterion. The review team has considered all the evidence gathered during the review in relation to this matrix in order to generate review criteria performance ratings.

iii) Strategic questions

46. In addition to the 9 review criteria outlined above, the TR addresses a number of strategic questions that were formulated in the Terms of Reference. These questions were posed by the UNEP Evaluation Office in conjunction with members of the Project Team.

- Q1: Did the State and non-State actors participating in the project adopt the enhanced transparency framework arrangements under the Paris Agreement? If so, what are the key project elements that contributed to allowing them to do so? If not, what prevented them from doing so?
- Q2: Did the project contribute to strengthening / improving transparency mechanisms of national institutions for domestic and UN conventions reporting? If so, please explain how.

¹⁰ This criterion includes a sub-category on Complementarity, which closely reflects the OECD-DAC criterion of 'Coherence', introduced in 2019. Complementarity with other initiatives is assessed with respect to the project's design. In addition, complementarity with other initiatives during the project's implementation is assessed under the criterion of Efficiency.

- Q3: Did the State and non-State actors participating in the project adopt the new tools developed by the project? If so, what are the key project elements that contributed to allowing them to do so? If not, what prevented them from doing so?
 - Q4: What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance?
47. For projects funded by the GEF, findings from the review are to be uploaded in the GEF Portal. To support this process, review findings related to the 5 topics of interest to the GEF are summarised in Annex XI. The intended action/results on the 5 topics were described in the GEF CEO Endorsement and Approval documents. The 5 topics are: i) performance against GEF's Core Indicator Targets; ii) engagement of stakeholders; iii) gender-responsive measures and gender result areas; iv) implementation of management measures taken against the Safeguards Plan and v) challenges and outcomes regarding the project's completed Knowledge Management Approach.

2. Review Process

48. UNEP adopted a theory-based, utilization-focused, and participatory approach for conducting Terminal Reviews (TRs). This ensured a thorough and actionable review process.
49. A theory-based review examines the underlying project logic, known as the Theory of Change (ToC), to assess how activities led to intended outcomes. For the Burkina Faso CBIT project, the focus was on strengthening institutional capacities within government ministries and key stakeholders to enhance climate transparency.
50. The utilization-focused approach aims to ensure that findings and recommendations are practical and immediately useful to key stakeholders, including UNEP, MEEA, and the Burkinabe government. The review sought to produce insights that could be applied to similar climate-related initiatives, supporting future decision-making and planning.
51. UNEP also emphasizes a participatory approach, engaging key stakeholders throughout the review process. This collaboration ensures that the review findings are well-grounded and that stakeholders, including government ministries, NGOs, and the private sector, have a sense of ownership over the final recommendations.

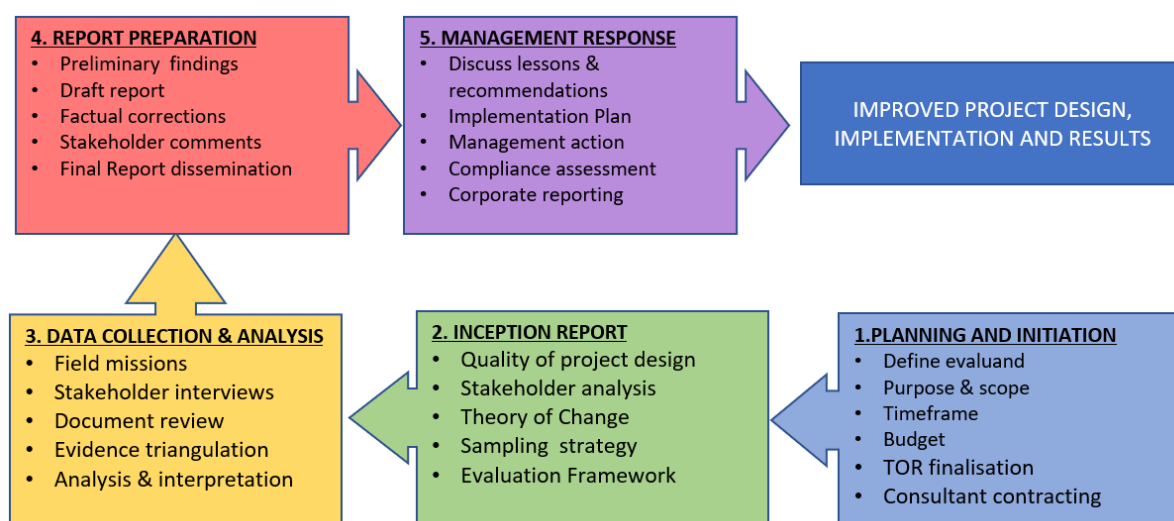


Figure 1: UNEP Review Process

3. Data Collection

52. The data collection strategy used both primary and secondary data sources, with a clear focus on engaging all relevant stakeholders.

3.1. Primary data sources

53. The sampling strategy targeted a range of stakeholders involved in or impacted by the project. These included:
- Direct beneficiaries: project staff, government ministries, and NGOs involved in the project.
 - Indirect beneficiaries: private sector stakeholders and non-participating government bodies.
 - External stakeholders: other donors and non-participating institutions that may have been impacted or had an interest in climate transparency activities.
 - Service providers, mainly consultants
54. The sample size was selected to ensure representation across all sectors influenced by the project while balancing availability, logistical and time constraints.

i) Data collection tools

55. Interviews:
- Structured interviews were conducted with core stakeholders (project staff, government ministries, and implementing agencies), using detailed questionnaires to capture specific insights on project implementation and results.
 - Open-oriented interviews were used with non-core stakeholders (external government bodies, non-participating donors, etc.) to allow for flexible discussions that could explore broader impacts of the project.
56. Focus Group Discussions (FGDs): a few FGDs were conducted with stakeholders from a particular sector (mainly academics) to discuss on the project's contributions to national climate transparency and capacity-building.
57. Throughout this review process and in the compilation of the Final Review Report, efforts have been made to represent the views of both mainstream and more marginalised groups. Data were collected with respect for ethics and human rights issues. All pictures were taken, and other information gathered after prior informed consent from people, all discussions remained anonymous and all information was collected according to relevant UNEG guidelines and UN standards of conduct.

ii) Actions taken to increase response

58. To maximize response rates, interviews and FGDs were scheduled with flexibility, allowing stakeholders to participate at convenient times. Virtual tools, such as video conferencing, were used to engage stakeholders who were unavailable for in-person meetings. Email reminders and follow-ups were also employed to ensure participation from key actors.

3.2. Secondary data sources

59. Secondary data were collected through an extensive desk review of project documents, including:
- Annual and semi-annual project reports.
 - Project design documents and revisions.
 - Financial statements and budget reports.
 - Training materials and records.
 - Documentation related to stakeholder engagement.
60. This review provided a comprehensive understanding of the project's progress, enabling cross-referencing of data from interviews and FGDs.

3.3. Limitations and mitigation strategy

61. Limitations: there were few issues with stakeholder availability, even from external government bodies and donors. One issue may have been the limited availability of the Project Coordinator during the in-country mission; however, discussions were held right at the end of the mission.
62. Mitigation Strategies:
1. Enhanced Document Review: In light of limitations in reaching some stakeholders, the desk review was extended to provide a more detailed understanding of project progress, drawing on existing reports and official documents.
 2. Triangulation: Data from multiple sources (interviews, FGDs, and documents) were crosschecked to ensure that the findings were robust and supported by evidence from different perspectives.

3.4. Analysis

63. The analysis phase focused on triangulating data from primary and secondary sources to evaluate the project against UNEP's review criteria. This approach ensured that findings were well-supported by evidence from multiple perspectives.
64. Quantitative data, such as financial records and project outputs, were analysed to assess efficiency and financial management. Qualitative data, gathered from interviews and FGDs, were coded and organized thematically to identify key trends and insights. The analysis also drew on the reviewed Theory of Change, mapping project outputs to intended outcomes to assess the likelihood of sustained impacts.
65. The review conclusions were based on a combination of these methods, ensuring a balanced and robust assessment of the project's performance across all review criteria.

III. THE PROJECT

A. Context

66. During the formulation of the CBIT project, Burkina Faso had already made significant commitments under international climate change frameworks, notably through its Nationally Determined Contribution (NDC) submitted to the UNFCCC. In its NDC, Burkina Faso committed to reducing greenhouse gas (GHG) emissions by **6.6% below the Business-as-Usual (BAU) scenario by 2030**, with the possibility of increasing this reduction to **18.2% with adequate international support**¹¹. Key sectors targeted for mitigation and adaptation included energy, agriculture, forestry, and waste management, sectors that are critical for both emissions reductions and climate resilience.
67. Despite these commitments, Burkina Faso faced several institutional, technical, and regulatory challenges that limited its ability to fully comply with the climate transparency obligations under the Paris Agreement. The country's GHG inventory and data management systems were not sufficiently developed to meet the enhanced transparency requirements set forth by the Enhanced Transparency Framework (ETF). Burkina Faso had submitted three National Communications (NCs) and its first Biennial Update Report (BUR) to the UNFCCC, but existing processes for collecting, managing, and reporting climate data were fragmented and insufficient. Major issues included the lack of a centralized climate data management system, outdated tools, limited inter-ministerial coordination, and gaps in the legal frameworks governing climate action.
68. The CBIT project was conceived to address these gaps by strengthening Burkina Faso's institutional and technical capacities to comply with ETF requirements. Its main objective was to establish and operationalize a national climate transparency system to ensure the accurate, timely, and transparent reporting of GHG emissions, mitigation actions, adaptation efforts, and the support received. This system would enable the country to track its progress toward NDC targets and inform the development of evidence-based climate policies.
69. A key challenge identified was the lack of a formal coordination mechanism between ministries and agencies involved in climate data management. Sectoral institutions, including those responsible for data collection in energy, agriculture, and forestry, struggled to align their systems with a unified national Measurement, Reporting, and Verification (MRV) framework. This lack of alignment hindered the country's ability to produce consistent and reliable climate data, which is necessary for fulfilling its UNFCCC reporting obligations. Additionally, the regulatory and legal frameworks overseeing environmental and climate data were outdated, necessitating significant revisions to meet the transparency standards set by the Paris Agreement.
70. To overcome these obstacles, the CBIT project implemented several strategic interventions. The first was enhancing the national institutional framework for climate data management. This included establishing a centralized climate information system to facilitate the collection, processing, storage, and sharing of climate data across relevant sectors. By clearly defining the roles and responsibilities of different ministries and agencies involved in the MRV process, the project sought to improve coordination and elevate the quality of climate data management. The Environment Directorate within the Ministry of Environment, Water and Sanitation (MEEA)¹² was tasked with overseeing

¹¹ Source: <https://dicf.unepgrid.ch/burkina-faso/climate-change> and <https://sdg.iisd.org/news/barbados-burkina-faso-chad-guyana-kazakhstan-peru-submit-indcs/>

¹² Previously called Ministry of Environment, Green Economy, and Climate Change (MEEVCC)

the national GHG inventory, supported by sectoral focal points to streamline data collection across sectors.

71. Additionally, the CBIT project emphasized capacity building at both technical and operational levels. Extensive training programs were designed for government officials, technical staff, and stakeholders across various sectors to improve their competence in collecting, analysing, and reporting climate data. The training covered MRV methodologies, GHG inventories, and adaptation tracking, tailored to the specific needs of each sector. To further enhance data management, the project provided critical equipment to relevant institutions responsible for MRV processes, ensuring they had the necessary tools to perform their functions effectively.
72. Another key focus of the project was aligning its efforts with Burkina Faso's broader climate policy goals. It aimed to support the country's NDC implementation by ensuring compliance with UNFCCC reporting requirements, including the preparation of Biennial Update Reports (BURs) and National Communications (NCs). The establishment of a comprehensive MRV system was expected to provide a basic foundation for monitoring and evaluating national climate policies and actions, ensuring transparent progress toward mitigation and adaptation objectives.
73. The project also prioritized cross-cutting issues such as gender equality and social inclusion. Gender mainstreaming was to be integrated throughout the project, with specific activities aimed at increasing women's representation in climate data management processes and ensuring that gender-disaggregated data was incorporated into the national transparency system. This approach aimed to enhance the participation of women in climate-related decision-making, thereby contributing to more inclusive climate governance.
74. In addition, the CBIT project supported the creation of a national system for tracking climate finance, technology transfer, and capacity-building support. This system was designed to increase transparency in reporting the financial and technical assistance received by Burkina Faso for climate action, ensuring that these resources were effectively used to meet national climate targets.
75. Overall, the project involved a broad range of stakeholders in the design and implementation of the national transparency system. Consultations were held with government ministries, civil society organizations, private sector actors, and academic institutions to ensure that all relevant entities were involved in the MRV process. The engagement of the private sector, at the time of project formulation, was seen as particularly important due to its role in advancing low-carbon investments and contributing to national climate objectives.

B. Objectives and components

76. The Capacity Building for Burkina Faso's Transparency System for Climate Change Mitigation and Adaptation project is designed to enhance the country's ability to comply with the Paris Agreement's Enhanced Transparency Framework (ETF). The project focuses on improving institutional arrangements and technical capacities for climate transparency, particularly in tracking and reporting climate actions. The expected outcomes are intended to result in a functional system that collects, manages, and reports on climate data, helping Burkina Faso meet its Nationally Determined Contribution (NDC) and National Adaptation Plan (NAP) targets.
77. The project is organized into two main components:

Component 1: Institutionalization of Climate Transparency to meet the Enhanced Transparency Framework of the Paris Agreement.

78. This component with four outputs aims to create a robust institutional framework that ensures the long-term sustainability of climate transparency mechanisms in Burkina Faso, enhancing coordination among key stakeholders and integrating climate actions into national policies.
79. Output 1.1: Climate change coordination framework and focal points established. A coordination framework is to be established, designating focal points across government ministries, civil society organizations (CSOs), and the private sector. These focal points will be responsible for ensuring that climate actions are effectively tracked, reported, and integrated into broader climate governance frameworks.
80. Output 1.2: Awareness-raising and training on climate transparency mechanisms. Training programs targeting decision-makers from government, CSOs, and the private sector are to be organized. These sessions will focus on the importance of climate transparency, Measurement, Reporting, and Verification (MRV) mechanisms, and the integration of NDCs and NAPs into national policy.
81. Output 1.3: Development of climate data-sharing protocols. Protocols for the systematic sharing of climate-related data between institutions will be developed and adopted. This will improve coordination, ensure data consistency, and support effective climate reporting processes.
82. Output 1.4: Long-term climate transparency strategy designed and adopted. A comprehensive long-term strategy for climate transparency will be formulated, providing a roadmap for the continued monitoring and reporting of climate actions. This strategy will ensure Burkina Faso's adherence to the Enhanced Transparency Framework, even after the project's completion.

Component 2: Tracking Progress of Climate Change Mitigation and Adaptation

83. This component focuses on strengthening Burkina Faso's ability to monitor, evaluate, and report on climate actions, particularly in the Agriculture, Forestry, and Other Land Use (AFOLU) and Waste sectors. It seeks to enhance national capacity to track progress on mitigation and adaptation measures and the financial resources involved.
84. Output 2.1: Analysis of current monitoring and evaluation practices and gaps. A detailed analysis will be conducted to assess existing monitoring and evaluation (M&E) practices and identify gaps. The findings will inform improvements to Burkina Faso's MRV system, ensuring it can meet international reporting standards.
85. Output 2.2: Domestic MRV system designed, tested, and operationalized. A domestic MRV system will be designed and tested to monitor greenhouse gas (GHG) emissions, adaptation actions, and climate finance. Once fully operational, the system will provide a reliable platform for tracking and reporting climate progress in alignment with international expectations.
86. Output 2.3: Methodologies for country-specific emission factors developed. Tailored methodologies for calculating country-specific emission factors for the AFOLU and Waste sectors will be developed, improving the accuracy and relevance of GHG inventories for climate reporting.
87. Output 2.4: Training on MRV system provided to stakeholders. Stakeholders, including CSOs, the private sector, and government entities, will receive training on how to effectively use the MRV system. This will ensure that all actors can manage, input, and analyse climate data accurately and consistently.
88. Output 2.5: Peer exchange and experience-sharing activities implemented. Peer exchanges and experience-sharing activities will be organized to allow Burkina Faso to

learn from other countries working on similar transparency initiatives. This will help stakeholders apply best practices and strengthen their climate transparency efforts.

89. Output 2.6: A review of baseline projections of NAP and NDC carried out
A review of the baseline projections for the NAP and NDC will be conducted to assess their accuracy and alignment with national climate goals. This will help improve the effectiveness of future planning and reporting on climate mitigation and adaptation efforts.
90. Output 2.7: Methodology to track progress in NDC and NAP implementation developed
A methodology for tracking the implementation of the NDC and NAP will be developed, along with specific indicators to measure progress. This methodology will ensure that climate actions are tracked systematically and transparently.
91. Output 2.8: Public and private expenditures related to NDC and NAP implementation tracked.
Public and private expenditures related to the implementation of the NDC and NAP will be tracked, with a focus on the AFOLU and Waste sectors. This tracking will provide transparency in financial contributions to climate mitigation and adaptation efforts in Burkina Faso.
92. By focusing on institutional coordination and technical capacity building, the project will establish a comprehensive framework that supports long-term climate action, improves data accuracy, and ensures the country's climate progress is efficiently tracked and reported.

C. Stakeholders

93. The project stakeholders are presented in Table 2.

Category of Stakeholder	Ministries, Agencies, Others	Description of Roles and Functions at the National Level	Role in CBIT Project
Ministries	Ministry of Environment, Water and Sanitation	The central body for environmental policy, responsible for GHG inventory coordination and implementation of climate actions.	Executing Agency: Coordinates GHG inventory, MRV system development, and overall project implementation. The ministry also led stakeholder engagement, such as MRV workshops.
	Ministry of Energy and Mining	Oversees energy policy and energy-related emissions tracking.	Supports the GHG inventory for the energy sector, contributing to data collection and reporting. Receives training in MRV system usage.
	Ministry of Transport	Manages transportation-related environmental impacts and GHG emissions.	Participates in MRV data collection and tracking for transportation emissions.
	Ministry of Agriculture, Animal Resources, and Fisheries	Oversees agricultural policies and tracks climate impacts in the AFOLU sector.	Key player in the AFOLU sector, contributing data to the GHG inventory. Participates in MRV system training and provides data related to agriculture.
	Ministry of Women, National Solidarity, and Family	Promotes gender inclusion in national policies and climate action.	Contributes to gender mainstreaming in climate transparency through the Gender Action Plan.
Agencies and Research Institutes	PNGIM (National Environmental Information Management Program)	Manages environmental data and contributes to climate-related reporting.	Responsible for collecting and managing climate data as part of the MRV system.

Category of Stakeholder	Ministries, Agencies, Others	Description of Roles and Functions at the National Level	Role in CBIT Project
	INERA (National Institute for Environment and Agricultural Research)	Researches climate change impacts, including agricultural emission factors.	Provides technical expertise for developing methodologies for emission factors in AFOLU and Waste sectors.
	University of Joseph Ki Zerbo	Academic institution contributing to climate change research and data.	Supports development of emission factors for the MRV system and engages in capacity building.
Civil Society Organizations	Burkina Faso Chamber of Commerce	Represents private sector interests in climate actions and policy development.	Engages in monitoring private sector contributions to NDC and NAP.
	Coalition of Civil Society Organizations on Climate Change (SPONG)	Advocates for civil society involvement in climate policies.	Participates in MRV training and awareness-raising workshops, contributing to community engagement.
Local Governments (Municipalities)	Municipalities (e.g., Ouagadougou, Bobo-Dioulasso)	Local governments responsible for waste management and environmental monitoring.	Provide data on waste management for inclusion in GHG inventories as part of the MRV system.
Women's Associations and Other NGOs	Women's Environmental Program, REFEN-BF	Advocates for gender equality in climate actions and policy development.	Engages in gender mainstreaming within the MRV system and contributes to workshops and gender action planning.

Table 2: List of stakeholders

94. The list of beneficiary Institutions (by Sector) is mentioned below:

95. Energy Sector

- Ministry of Energy
 - General Directorate for Energy Efficiency
 - Role: Beneficiary of MRV training, responsible for providing energy efficiency data.
 - General Directorate for Renewable Energies
 - Role: Beneficiary of MRV training, responsible for providing renewable energy data.

96. Waste Sector

- Municipalities of Ouagadougou, Bobo-Dioulasso, and Koudougou
 - Role: Beneficiaries of training related to waste management and emissions monitoring, responsible for providing data on waste sector emissions.

97. Agriculture, Forestry, and Other Land Use (AFOLU) Sector

- Ministry of Agriculture and Ministry of Animal Resources, and Fisheries
 - Role: Beneficiary of MRV training, responsible for providing data on agriculture, livestock and land use in the AFOLU sector.
- Nabonswende Women's Group of Ouagadougou
 - Role: Beneficiary of training, involved in agricultural adaptation practices within the AFOLU sector.

98. Cross-sectoral beneficiaries

These institutions play roles across multiple sectors:

- Ministry of Environment, Water and Sanitation (MEEA)
 - Permanent Secretariat of the National Council for Sustainable Development (SP-CNDD)
 - Role: Coordinating beneficiary for the MRV system across all sectors, providing oversight and supervision.
- Ministry of Economy, Finance, and Development: overseeing role
- General Directorate of Meteorology
 - Role: Beneficiary of MRV training, responsible for providing meteorological data relevant across sectors.
- General Directorate of Sectoral Studies and Statistics
 - Role: Beneficiary of capacity-building activities, providing sectoral statistics across different sectors.
- National Institute for Statistics and Demography (INSD)
 - Role: Beneficiary of MRV training, supports statistical data provision across multiple sectors.
- SPONG (Permanent Secretariat of Non-Governmental Organizations)
 - Role: Beneficiary of training, represents civil society interests in climate transparency across sectors.
- Women Environmental Program (WEP)
 - Role: Beneficiary of capacity-building activities to ensure gender inclusion in MRV tools and methodologies across all sectors.
- Burkina Faso Chamber of Commerce
 - Role: Beneficiary of training, engages private sector actors across sectors to contribute data and evaluate climate-related expenditures.
- University of Ouagadougou
 - Role: Beneficiary of MRV training, contributes expertise in emissions data development across sectors.

D. Project implementation structure and partners

99. The project implementation structure for the "Capacity Building for Burkina Faso's transparency system for climate change mitigation and adaptation" was designed to ensure effective coordination, management, and oversight of the project in alignment with the goals of the ETF. The project institutional arrangements are shown in

100.

101.

102. Figure 2.

103. The project was executed under the leadership of the Ministry of Environment, Water and Sanitation (MEEA), which acted as the Executing Agency (EA). The MEEA oversaw the day-to-day management of the project and coordinated with the United Nations Environment Programme (UNEP), the Global Environment Facility (GEF) Implementing Agency (IA), which provided financial oversight and technical assistance, ensuring compliance with GEF standards.

104. A Project Steering Committee (PSC) had been established to provide strategic direction, approve work plans, and ensure the timely delivery of project outputs. The PSC included representatives from key ministries such as the Ministry of Environment, Water and Sanitation (MEEA), Ministry of Energy, Ministry of Agriculture and Hydro-Agricultural Developments, Ministry of Animal Resources and Fisheries, Ministry of Urban Planning and Housing, Ministry of Infrastructure, Ministry of Mines, Ministry of Economy, Finance, and Development, Ministry of Health, . Additionally, stakeholders from the Institute of Environment and Agricultural Research (INERA), the Chamber of Commerce, Industry, and Crafts, civil society, the private sector, and research institutions,. The PSC met once a year to review progress, address challenges, and make necessary adjustments.

105. Day-to-day operational management was handled by a Project Management Unit (PMU), which included a National Project Director (NPD), a Chief Technical Advisor (CTA), and an Administrative and Financial Assistant. The NPD was responsible for overseeing the project implementation on behalf of the government, reporting to the Project Review Committee (PRC) (equivalent to the steering committee in Burkina Faso), and acting as the entry point for coordination within the government of Burkina Faso. The CTA, recruited externally, managed the day-to-day project operations, ensuring the project achieved its objectives in line with the work plans and budgets. The CTA also coordinated with national counterparts and stakeholders, managed financial resources, and prepared key reports, such as the Project Implementation Reviews and the Final Report.

106. Overall, key partners involved in the implementation included:

- *UNEP*, which provided oversight, technical guidance, and financial management.
- *MEEA*, which coordinated the implementation of national climate change policies, including data collection from various sectors.
- The *Ministries of Agriculture, Energy, and Finance*, which contributed sector-specific data, particularly in the Agriculture, Forestry, and Other Land Use (AFOLU), Energy and Waste sectors.

107. The project also engaged stakeholders from civil society and the private sector through training on climate transparency mechanisms, enhancing their participation in the implementation of the MRV system. Several municipalities/prefectures were also engaged.

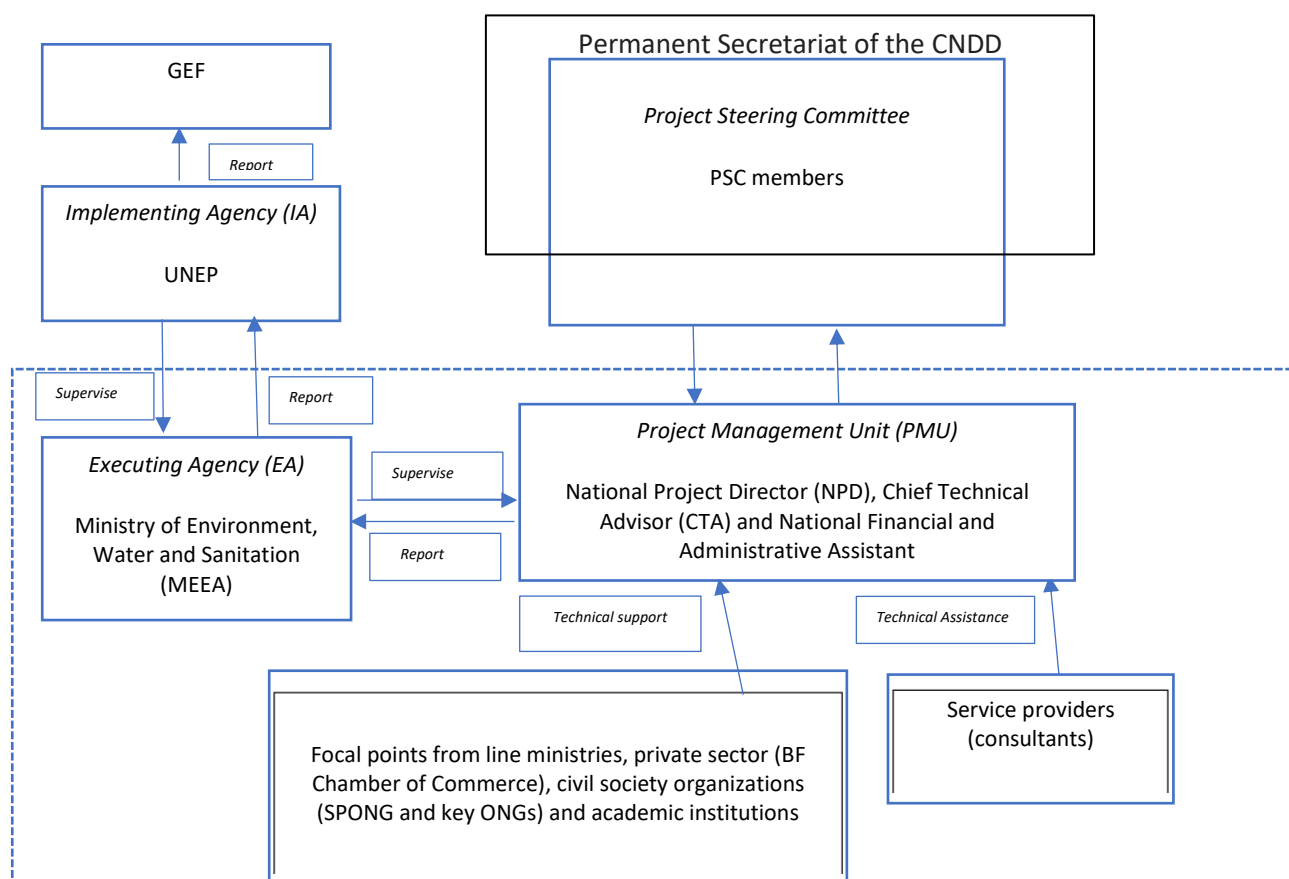


Figure 2: Organigram of the Project with key project key stakeholders

E. Changes in design during implementation

108. The Project faced several changes and delays in implementation compared to the initial expectations outlined in the original project document:

- **No-cost extension:** the project encountered delays in establishing the Project Management Unit (PMU) and MRV system, as well as due to the COVID pandemic. These delays resulted in 2 no-cost extensions, which allowed the project to complete essential activities like the development of the MRV platform and sectoral trainings. These extensions were critical for ensuring the operationalization of the transparency framework despite initial setbacks.
- **Adjustments in Output Scope:** the PIR reports reflected the narrowing of the scope of some project outputs. Output 2.6, which was initially focused on a broad review of the NDC and NAP, was revised to concentrate on baseline projections, particularly in the AFOLU and Waste sectors. This shift enabled the project to better target gaps in data collection and improve its focus on climate transparency.
- **Political Instability** (over four different environment ministers during the project duration): the general political instability, especially during the events that occurred over the course of year 2022, caused disruptions in stakeholder engagement and fieldwork. As a result, the work plan was revised to accommodate the changing political context, ensuring that critical project activities could continue despite delays (e.g. several rounds of Focal Point remobilizations).
- **Revised Work Plan and Reallocation of Resources:** multiple revisions to the project's work plan reflected revised timelines and task prioritization. Specifically, resources

were reallocated to accelerate the development of the MRV system, and focus shifted toward the operational aspects of the project.

F. Project financing

109. The CBIT project was approved with a Global Environment Facility (GEF) financing of USD 1,180,000. The project is further supported by a co-financing commitment from the Government of Burkina Faso, amounting to USD 150,000, which included USD 80,000 in cash and USD 70,000 in-kind contributions. These contributions encompass administrative support, personnel, and office space necessary for effective project execution. The project is executed by the Ministry of Environment, Water and Sanitation (MEEA), with UNEP acting as the implementing agency.
110. The financing structure was designed to cover two major components:
 - Institutionalization of climate transparency to meet the Enhanced Transparency Framework of the Paris Agreement, which at the design stage had a GEF allocation of USD 166,750, supported by USD 59,000 of co-finance from the government. This component focuses on establishing a robust institutional framework to ensure long-term climate transparency.
 - Tracking progress on climate change mitigation and adaptation, which at the design stage had a GEF allocation of USD 906,750 and USD 85,000 worth of co-finance from the government. This component aims to improve Burkina Faso's ability to monitor and report climate actions, especially in the Agriculture, Forestry, and Other Land Use (AFOLU) and Waste sectors.
111. The project also includes Project Management Costs (PMC), with USD 106,500 contributed by GEF and USD 6,000 of co-finance from the government. These funds are allocated to ensure the smooth operation of the Project Management Unit (PMU), which oversees daily project activities, manages stakeholder engagement, and ensures compliance with both financial and technical reporting requirements.
112. While the project officially commenced upon approval, there were significant delays in getting the Project Management Unit (PMU) fully operational, primarily due to recruitment challenges and political instability in Burkina Faso. The political situation and related security concerns disrupted coordination efforts, delaying several key activities, including stakeholder consultations and the establishment of institutional frameworks. Although COVID-19 did not have a direct impact, it further complicated an already difficult environment, particularly for activities requiring in-person participation.
113. To address these challenges, the project management team adapted the implementation strategy by reallocating unspent funds initially intended for travel and workshops toward more pressing activities. This ensured that even with delays, critical components of the project remained on track. For instance, a portion of the funds was shifted toward accelerating capacity-building initiatives and procuring the necessary technical equipment to support the Measurement, Reporting, and Verification (MRV) system.
114. By the end of the project, USD 1,102,122 had been spent, with expenditure reports outlining the distribution of funds across project components. This breakdown is available in Annex VI: Project Budget and Expenditures, which provides a detailed comparison of estimated versus actual expenditures, ensuring full transparency in the financial management of the project. While initial delays impacted the timeline, the project has successfully implemented core activities, including the operationalization of climate data management systems and stakeholder capacity building.

115. Despite the hurdles, the project remained on course to meet its long-term objectives, ensuring Burkina Faso's compliance with the Paris Agreement's Enhanced Transparency Framework through strengthened institutional capacity and improved data management systems.

IV. THEORY OF CHANGE AT REVIEW

116. The Theory of Change (ToC) identified pathways to achieve this objective through enhanced institutional frameworks, technical capacity building, and active stakeholder engagement. However, as the project progressed, several adjustments to the ToC were made to align with the realities encountered during implementation, including delays caused by political instability and focal points rotation.
117. After reviewing the original Theory of Change (ToC) and suggested changes from the inception report, the following assessments and adjustments are recommended to ensure the ToC remains valid (see as well Table 3 below):

1. Government Stability Assumption:

118. The original Theory of Change (ToC) assumed a stable political environment and continuous engagement from relevant ministries and agencies throughout the project duration. However, as noted in the review analysis and the inception report, this assumption may have been overestimated, given Burkina Faso's history of over 10 government changes over the last 10-15 years. Therefore, this assumption was revised to acknowledge the potential for political instability and to stress the need for flexible strategies to engage ministries and ensure continuity, even during political transitions.
119. Revised Assumption: "Government changes do not significantly affect the functionality of civil servants and national processes related to climate transparency."

2. Gender Mainstreaming:

120. The original ToC did not adequately incorporate gender considerations, even though gender-promoting institutions were involved in the project. The review and inception reports highlighted the lack of emphasis on gender and vulnerability in the ToC, particularly in the peer exchange activities. The reformulated ToC needed to include a gender perspective to ensure that the tools and methodologies developed for MRV and climate transparency integrate gender representativity.
121. Revised Output 2.5: "Peer exchange activities for experience sharing implemented with a gender perspective."

3. Assumptions on Private Sector Engagement:

122. The original assumption that private sector and NGOs would share data and actively engage was somewhat optimistic. While some sectors did cooperate, challenges were noted in the engagement of private sector actors. This assumption should emphasize the importance of sustained efforts to encourage data-sharing and the involvement of these stakeholders.
123. Revised Assumption: "Ongoing efforts are required to ensure private sector and relevant stakeholders share data and participate in the MRV system."

4. Intermediate State on Political Participation:

124. The intermediate state related to political stability and participation should acknowledge that civil servants can play a key role in maintaining project momentum, even during periods of government change. This should be reflected in the assumptions about the project's sustainability under various political contexts.

125. Revised Intermediate State: "Burkina Faso meets the requirements of the Enhanced Transparency Framework, supported by civil servants who continue to implement climate policies despite political shifts."

126. Revised Theory of Change (ToC) Table:

ToC Elements	Original Formulation	Revised Formulation	Justification for Change
Impact	Burkina Faso is in a position to set more ambitious NDC targets	Same	No changes needed.
Impact Assumptions	There is sufficient and sustainable funding	Same	No changes needed.
Intermediate State	Burkina Faso meets the requirements of the Enhanced Transparency Framework	"Burkina Faso meets the requirements of the Enhanced Transparency Framework, supported by civil servants who continue to implement climate policies despite political shifts."	Reflects political instability and the role of civil servants.
Intermediate State Assumption	There is political stability and coherent participation of ministries	"Government changes do not significantly affect the functionality of civil servants and national processes related to climate transparency."	Acknowledges the country's history of political instability.
Outputs	Output 2.5: Peer exchange activities for experience sharing implemented	"Output 2.5: Peer exchange activities for experience sharing implemented with a gender perspective."	Mainstreams gender by ensuring participation in tools and methodologies.
Component Assumptions	Private sector and stakeholders accept to share data and information	"Ongoing efforts are required to ensure private sector and relevant stakeholders share data and participate in the MRV system."	Reflects the need for continuous efforts to ensure private sector engagement.

Table 3: Justification for Reformulation of Results Statements

127. Overall, the adjustments made to the Theory of Change reflect the evolving context in which the project has been implemented. Despite the initial challenges, including political instability and delays in recruitment, the project adapted its strategy to ensure that the MRV system and broader climate transparency objectives can be sustained in the long term.

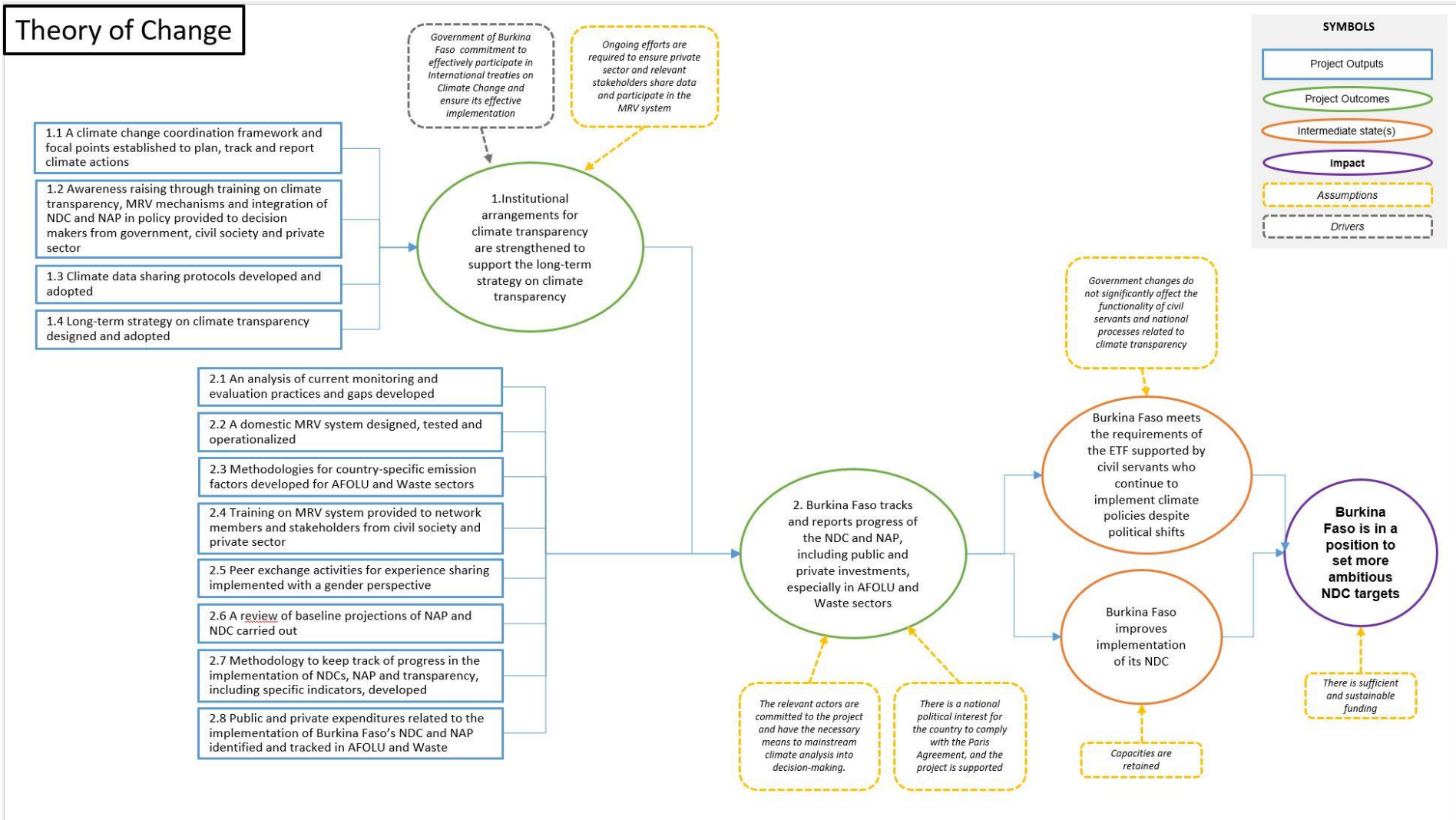


Figure 3: Reviewed Theory Of Change

V. REVIEW FINDINGS

A. Strategic Relevance

Alignment to UNEP's UNEP Medium Term Strategy¹³ (MTS), Programme of Work (POW) and Strategic Priorities:

128. The Capacity Building for Burkina Faso's transparency system for climate change mitigation and adaptation project aligns well with UNEP's strategic frameworks, specifically the Medium-Term Strategy (MTS) and Programme of Work (PoW) for the periods 2018-2021 and 2022-2025, contributing significantly to UNEP's climate action priorities. Below is an explanation of this alignment:

1. Alignment with UNEP Medium-Term Strategy (MTS)

129. The project directly contributes to UNEP's strategic objective of achieving climate stability by helping Burkina Faso establish a robust Measurement, Reporting, and Verification (MRV) system. This MRV system enables the country to monitor greenhouse gas (GHG) emissions and meet its Nationally Determined Contributions (NDCs) under the Paris Agreement, supporting UNEP's goals for enhanced transparency in climate action.

130. Additionally, the project strengthens environmental governance by improving national coordination and data management, key components of UNEP's strategy to promote effective governance frameworks for environmental action.

2. Contribution to UNEP's Programme of Work (PoW)

131. Under UNEP's PoW 2022–2023, the project contributes to the Climate Action subprogramme, which seeks to ensure that state and non-state actors adopt the Enhanced Transparency Framework under the Paris Agreement. By developing an MRV system, the project helps Burkina Faso meet the PoW's key outcome of increasing national capacity for climate transparency.

132. In the PoW 2018–2019, the project aligns with UNEP's aim of building national capacities to adopt low-emission development strategies, which is achieved through the implementation of the MRV system.

3. Support for UNEP's Strategic Priorities

133. The project enhances UNEP's capacity-building and data-driven policy objectives by training national and subnational stakeholders to engage in climate transparency efforts. While initial gender considerations were limited, the project includes efforts to address gender inclusion in MRV-related activities, aligning with UNEP's commitment to inclusivity.

134. Furthermore, the project supports South-South Cooperation and knowledge-sharing, key components of UNEP's Bali Strategic Plan for Technology Support and Capacity-Building (BSP).

¹³ UNEP's Medium-Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes. <https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents>.

4. UNEP Rating for Alignment

135. Given its strong alignment with UNEP's strategic priorities, particularly in climate action, capacity building, and governance, the project demonstrates a high level of relevance to UNEP's overall goals.

Rating for Alignment to UNEP MTS, POW and Strategic Priorities: Highly Satisfactory (HS)

Alignment to Donor/GEF/Partners Strategic Priorities

136. The Capacity Building for Burkina Faso's transparency system for climate change mitigation and adaptation project aligns strongly with the Global Environment Facility's (GEF) Capacity-building Initiative for Transparency (CBIT) priorities, as well as the strategic climate-related goals of the Burkina Faso government. The project supports both GEF's mission and national objectives to meet the Enhanced Transparency Framework (ETF) requirements under the Paris Agreement.

1. Strengthening National Institutions and Transparency Frameworks

137. The project's primary focus on building Burkina Faso's institutional capacity for transparency is directly aligned with GEF's CBIT mandate to help countries meet the transparency provisions of the Paris Agreement. Through the establishment of a comprehensive Measurement, Reporting, and Verification (MRV) system, the project strengthened national institutions, particularly within the Ministry of Environment, Water and Sanitation (MEEA) and other key government agencies. This effort enhanced the country's ability to manage climate-related data, track emissions, and report progress under its Nationally Determined Contributions (NDCs).

2. Providing Tools, Training, and Technical Assistance

138. The project aligns with GEF's strategic priority to support capacity building by offering tools, training, and technical assistance to a wide array of stakeholders. This included key government officials and technical staff across various ministries (Energy, Forestry, Agriculture, etc.), as well as civil society organizations and the private sector. The training helped build local expertise in collecting, managing, and reporting GHG emissions data, thus enabling Burkina Faso to meet its climate transparency requirements under Article 13 of the Paris Agreement. The continuous technical support throughout the project has ensured sustained national capacity, in line with both GEF and government priorities.

3. Engaging a Wide Range of Stakeholders

139. A core focus of the project was the involvement of a broad range of stakeholders, which is a key GEF strategic priority. The project successfully engaged government institutions, civil society, academia, and the private sector (to a lesser extent) to ensure that climate transparency efforts were inclusive and reflective of national development priorities. The participation of diverse actors in the MRV system implementation also supports GEF's objective to foster broad-based engagement in environmental governance.
140. This multi-stakeholder approach enhanced the relevance of transparency efforts to both international and national contexts. For instance, the involvement of a wide variety of

actors helped integrate data-sharing mechanisms and identify areas for collaboration on climate action across sectors like agriculture, forestry, energy, and waste management.

4. Continuous Improvement in Transparency Over Time

141. The project aligns with GEF's long-term vision of iterative progress in transparency by establishing mechanisms for continuous improvement of Burkina Faso's climate reporting systems. The MRV system allows for ongoing refinement and adaptation to meet evolving transparency requirements, positioning Burkina Faso to better track its mitigation and adaptation actions. By facilitating the regular collection and management of GHG data, the project supports GEF's broader goals of ensuring that countries improve their transparency over time .

5. Alignment with Burkina Faso's Strategic Climate Objectives

142. In addition to GEF priorities, the project is fully aligned with Burkina Faso's national climate policies, including its NDCs, National Communications (NCs), and the Biennial Update Reports (BURs). These frameworks emphasize the importance of building institutional capacities and engaging diverse stakeholders to address climate change mitigation and adaptation challenges. The project's focus on strengthening governance frameworks and enhancing transparency mechanisms directly supports the government's strategic goals.
143. Overall, the project demonstrates a strong alignment with both GEF's CBIT priorities and Burkina Faso's national climate objectives. It effectively contributes to the GEF mission of enhancing institutional transparency frameworks while supporting Burkina Faso's long-term climate action. The project's focus on capacity building, stakeholder engagement, and continuous improvement in transparency is well-aligned with GEF's strategic priorities for climate governance and capacity-building initiatives.

Rating for Alignment to Donor/GEF/Partners Strategic Priorities: Highly Satisfactory (HS)

Relevance to Global, Regional, Sub-regional and National Priorities

144. The project aligns closely with global, regional, and national priorities, particularly those relating to climate action, transparency, and sustainable development.
145. Global Relevance: the project strongly aligns with global climate change priorities, particularly under the Paris Agreement and its Enhanced Transparency Framework (ETF). The CBIT initiative builds institutional and technical capacities to ensure Burkina Faso meets its reporting obligations, contributing directly to global efforts to combat climate change. This supports Sustainable Development Goal (SDG) 13 (Climate Action) by strengthening the country's ability to track and reduce greenhouse gas (GHG) emissions. Furthermore, the project's emphasis on collaboration across various sectors, including government and civil society, supports SDG 17 (Partnerships for the Goals), enhancing cross-sector cooperation for climate transparency.
146. Regional Relevance: the CBIT project is well-aligned with West African climate objectives, particularly through initiatives led by the Economic Community of West African States (ECOWAS). The project enhances Burkina Faso's institutional framework and fosters peer learning across the region, which supports regional collaboration on climate transparency and resilience. Through peer exchange and experience-sharing

activities, the project strengthens regional data-driven climate policy development. However, there may be potential for deeper engagement with regional bodies to further capitalize on these opportunities.

147. National Relevance: the project is highly relevant to Burkina Faso's national climate priorities, particularly in terms of advancing its Nationally Determined Contributions (NDCs) and National Adaptation Plan (NAP). By establishing a MRV system, the project enhances the country's ability to monitor progress in key sectors such as Agriculture, Forestry, and Other Land Use (AFOLU) and waste management. The MRV system is vital for collecting accurate data and ensuring transparent reporting, helping Burkina Faso fulfill its international commitments under the Paris Agreement. The institutional arrangements and coordination frameworks established through this project further contribute to improved climate governance and decision-making.
148. Sub-national Relevance: the project's primary focus is on national-level institutional strengthening. Hence, it has less direct engagement at the sub-national level. Still, the subnational level did benefit from the project with several activities targeting eight regions and at least three municipalities, ensuring that the benefits are felt across all levels of governance. Overall, this presents an opportunity for future initiatives to enhance local-level climate transparency and capacity-building.

Rating for Relevance to Global, Regional, Sub-regional and National Priorities: Highly Satisfactory

Complementarity with Existing Interventions/Coherence

149. The CBIT project is well integrated with various international, regional, and national initiatives, enhancing its coherence and leveraging synergies with complementary interventions:
 - The *NDC Partnership's Climate Action Enhancement Package (CAEP)* aligns with the CBIT project by providing technical assistance to strengthen MRV systems, supporting Burkina Faso in tracking climate actions and financial flows to meet NDC commitments. This alignment ensures that the CBIT project benefits from and contributes to efforts to improve transparency in climate reporting.
 - The *Global Environment Facility (GEF)* has been instrumental in supporting transparency efforts through projects such as the *CBIT Global Support Programme (GSP)*, which focuses on capacity building and data management. These efforts align with the CBIT's goal of enhancing transparency in tracking emissions, ensuring a unified approach to global climate reporting.
 - The *Initiative for Climate Action Transparency (ICAT)* complements the CBIT project by providing tools and methodologies to improve the effectiveness of MRV systems. ICAT's support enhances Burkina Faso's technical capacity to track its NDC progress and ensures that the MRV systems developed are robust and aligned with international transparency requirements.
 - WASCAL (West African Science Service Centre on Climate Change and Adapted Land Use) is a partner in regional efforts. WASCAL's focus on climate services, research, and capacity building complements the CBIT project by providing technical support for enhancing GHG inventories and improving MRV systems, particularly in land use and forestry sectors, which are critical for climate transparency efforts.
 - The *Carbon Initiative for Development (Ci-Dev)*, funded by the World Bank, also complements the CBIT project. Ci-Dev focuses on mobilizing carbon finance through

- results-based frameworks, directly contributing to the CBIT's objective of strengthening the country's institutional capacity for emissions tracking and reporting.
- The *REDD+* initiative, which emphasizes the reduction of emissions from deforestation and forest degradation, synergizes with the CBIT's focus on enhancing MRV systems. By supporting more accurate tracking of forest-related emissions, REDD+ strengthens Burkina Faso's capacity to report on mitigation actions under its NDC .
- The *Global Green Growth Institute (GGGI)* supports NDC implementation by providing technical assistance for MRV systems and climate finance mobilization. GGGI's work on low-emission development strategies and carbon finance mechanisms complements the CBIT's goals by ensuring that emissions reductions are transparently reported and aligned with global standards.

150. These complementarities enhance the country's overall capacity to achieve its climate targets by aligning planning, reporting, and finance mobilization across various initiatives, ensuring coherence in its approach to transparency under the Paris Agreement.

Rating for Complementarity with Existing Interventions/Coherence: Highly Satisfactory (HS)

Rating for Strategic Relevance: Highly Satisfactory (HS)

B. Quality of Project Design

151. Below is a detailed assessment of the project's design based on key aspects:

Operating Context:

152. The CBIT project was implemented in a complex political context, characterized by changes in government leadership and institutional instability (minimum four environment ministerial changes), which were not fully anticipated during project design. The inception report highlighted that this political instability, along with disruptions caused by the COVID-19 pandemic, severely delayed project activities, particularly in the early stages. This led to an extension of the project timeline. These factors created challenges for maintaining continuity in government engagement and decision-making processes. The project design could have better accounted for these (at the very least: political) risks by including more robust mitigation measures for political instability.

153. Rating: Moderately Unsatisfactory (MU) (*same as inception report*)

Project Preparation:

154. The preparation phase of the project included a relevant analysis of Burkina Faso's needs in climate transparency, focusing on key sectors like AFOLU and Waste. However, the inception report noted that stakeholder consultations, particularly with civil society and gender-related groups, were not comprehensive during the early stages. Gender mainstreaming, while included, gained prominence only after project activities began. Although these issues were addressed later, the initial design could have integrated stakeholder and gender considerations more effectively from the start.

155. Rating: Moderately Satisfactory (MS) (*same as inception report*)

Strategic Relevance:

156. The project was highly relevant to Burkina Faso's national climate goals, including the implementation of its NDCs and NAP. The project design aligned well with global climate frameworks, particularly the ETF. The project also contributed to the country's broader development goals, such as increasing climate resilience and improving data transparency. This strong alignment helped ensure that the project remained strategically focused throughout its implementation.

157. Rating: Satisfactory (S) (*was rated Moderately Satisfactory in the inception report*)

Intended Results and Causality:

158. The theory of change was clear and grounded in logical assumptions about the link between project activities and desired outcomes, such as building institutional capacities and establishing an MRV system. However, the assumptions about political and institutional stability were overestimated. Despite this, the overall design effectively linked capacity-building activities to improvements in climate transparency, and the intended results remained feasible.

159. Rating: Satisfactory (S) (*same as inception report*)

Logical Framework and Monitoring:

160. The logical framework was well-developed, with SMART indicators and a comprehensive M&E plan that allowed for effective tracking of project outputs and outcomes. The inception report acknowledged that delays due to external factors, including the pandemic and political issues, required adjustments to the workplan. Nevertheless, the monitoring system was able to adapt to these challenges without significantly impacting the reporting process (though delays were noted).

161. Rating: Satisfactory (S) (*same as inception report*)

Governance and Supervision Arrangements:

162. Governance structures were well-established, with the Ministry of Environment, Water and Sanitation acting as the executing agency and UNEP providing strong oversight as the implementing agency. The Project Steering Committee (PSC) played a crucial role in ensuring stakeholder coordination and guiding the project. Despite the political disruptions, the governance arrangements remained robust, allowing the project to stay aligned with its objectives. The governance arrangements were highly effective.

163. Rating: Highly Satisfactory (HS) (*same as inception report*)

Partnerships:

164. The project engaged with several international and national partners, such as GGGI¹⁴, FAO, and SNV, to strengthen capacity-building activities. However, the inception report noted that the roles and capacities of some partners were not clearly defined in the early

¹⁴ GGGI had a pivotal role in the project as being complementary to the project: ensuring additional mobilisation during workshop, sharing financial resources, facilitating inception...

project documents, leading to some delays in coordination. While these partnerships were beneficial, better clarity on roles could have improved efficiency in the early stages.

165. Rating: Moderately Satisfactory (MS) (*same as inception report*)

Learning, Communication, and Outreach:

166. The knowledge management strategy focused on building national capacities in climate transparency but lacked an early emphasis on gender-sensitive approaches and outreach to marginalized groups. The inception report indicated that communication and outreach were limited in scope, particularly during the early stages of the project. Although this improved later, more robust engagement from the start could have broadened the project's impact.

167. Rating: Moderately Satisfactory (MS) (*same as inception report*)

Financial Planning / Budgeting:

168. The budget was deemed adequate at the design stage. The resource strategy consisted of mobilizing resources through co-financing. However, it appeared very early during implementation that the allocation of resources was not in line with expected results and, in turn, this created extensive difficulties for the project management unit that had to come up with a variety of solutions to meet a range of expected results with insufficient financial resources. This uneven resource allocation resulted in trade-offs in terms of activities, requests to move financial resources within the overall envelope and above all seeking out additional external support from other donors and projects to cover gaps. To address these challenges, the project management unit adopted innovative approaches, such as seeking complementarities with other initiatives and adjusting timelines, ensuring that priority activities were sufficiently funded despite the initial budget constraints. At critical times, a significant amount of time was allocated for that purpose by the project management unit.

169. Rating: Moderately Unsatisfactory (MU) (*was rated Satisfactory in the inception report*)

Efficiency:

170. The project managed to deliver core activities despite delays caused by external factors such as political instability and the pandemic. However, these disruptions led to extensions and adjustments to the project timeline. Stronger risk management strategies could have improved efficiency. Nevertheless, the project leveraged existing national expertise and partnerships to maintain momentum, which helped mitigate the impact of the delays.

171. Rating: Satisfactory (S) (*same as inception report*)

Risk Identification and Social Safeguards:

172. The risk identification framework was comprehensive, with mitigation measures in place for key risks, including political instability and external disruptions. While political risks were underestimated, environmental and social safeguards were well-integrated into the project design. The project managed to avoid significant negative impacts despite the challenging operating context.

173. Rating: Highly Satisfactory (HS) (*same as inception report*)

Sustainability / Replication and Catalytic Effects:

174. While the project built significant technical capacities in climate transparency, its long-term sustainability depended on continued government commitment and external funding. The inception report noted that the project did not fully articulate a clear sustainability or exit strategy. However, the in-country mission revealed the opposite: during implementation and by the project's completion, a well-defined and robust exit strategy had been established.
175. Rating: Moderately Satisfactory (MS) (*same as inception report*)

Project Design Weaknesses/Gaps:

176. The inception report identified key weaknesses in the project design, particularly the underestimation of political risks and the lack of early focus on gender mainstreaming. While the project adapted well during implementation, these gaps could have been addressed more effectively in the initial design. While the project overcame these challenges, a more robust design would have avoided some of the early delays.
177. Rating: Satisfactory (S) (*was rated Highly Satisfactory in the inception report*)
178. In summary, the ratings remained nearly the same as those of the Inception Report except for the financial planning issue that proved to be problematic during implementation. While the project design demonstrated strong strategic relevance and effective governance, it was hindered by gaps in anticipating political risks and stakeholder engagement. However, these challenges were mitigated during implementation. The overall quality of the project can be rated as Moderately Satisfactory.

Rating for Project Design: Moderately Satisfactory (MS)

C. Nature of the External Context

179. The CBIT project faced a challenging external context, shaped by the COVID-19 pandemic, political instability, frequent ministerial changes, and security threats, particularly from the insurgent groups in northern and eastern Burkina Faso.

COVID-19 Pandemic:

180. The COVID-19 pandemic created substantial disruptions to the project's planned activities, especially during its initial phases. Lockdowns and restrictions on in-person gatherings delayed key components of the project, such as capacity-building workshops and stakeholder consultations. The project team adapted by shifting many activities to virtual platforms, though connectivity issues, particularly in rural areas (when subnational representatives were involved), limited the effectiveness of these alternatives. As a result, several project timelines were extended to accommodate the delays caused by the pandemic. Nonetheless, the project managed to keep essential activities moving forward.

Political Instability:

181. Burkina Faso experienced a government overthrow in January 2022, which significantly affected the project's operations. The event led to multiple changes in leadership, especially within the Ministry of Environment, impacting the consistency of decision-making and delaying project activities. The high turnover of senior officials, coupled with institutional restructuring, resulted in slower implementation of the MRV system and delayed recruitment of essential technical staff. This instability posed a significant risk to the continuity of the project, though the Project Steering Committee (PSC) and UNEP's oversight helped mitigate some of the impacts.

Insurgent groups and Security Issues:

182. The ongoing insurgency in the northern and eastern parts of Burkina Faso created severe security challenges that limited the project's ability to engage with stakeholders in these regions. While the project primarily focused at central level, some field missions were planned and consequently restricted: project teams did not access certain areas due to security concerns. The government's focus on addressing security issues may also have diverted attention from climate-related initiatives, slowing the pace of the project. However, activities in more secure areas were able to continue, ensuring that the project met its core objectives in safer regions. These included the regions of Centre-Ouest, Hauts Bassins, Centre-Est and Centre Sud.

Economic and Institutional Constraints:

183. As a Least Developed Country (LDC), Burkina Faso faced significant economic constraints, which were exacerbated by the pandemic. Limited institutional resources may have slowed the implementation of the MRV system and the procurement of equipment necessary for tracking climate data. What has been observed is that frequent civil servant rotations created many challenges in maintaining institutional memory and continuity, as new staff often had to be trained and brought up to speed on project objectives, or focal points to be redesignated all together. These issues impacted the overall pace of the project but were partially mitigated by the capacity-building components designed to strengthen institutional frameworks.
184. Overall, the external context of the CBIT project was marked by significant challenges, particularly related to political instability, security issues, and the impact of COVID-19. These factors delayed implementation but did not derail the project entirely, thanks to adaptive measures and strong governance.

Rating for Nature of the external context: Moderately Unfavourable (MU)

D. Effectiveness

185. The expected outcomes were to enhance Burkina Faso's institutional arrangements for climate transparency and capacity to track and report on its Nationally Determined Contributions (NDC) and National Adaptation Plan (NAP), specifically focusing on the Agriculture, Forestry, and Other Land Use (AFOLU) and Waste sectors. This was aimed at aligning the country's efforts with the Enhanced Transparency Framework of the Paris Agreement, ensuring accurate reporting of mitigation and adaptation actions, as well as tracking public and private investments in climate-related activities.
186. The project consisted of two components:

Component 1: Institutionalisation of Climate Transparency to meet the Enhanced Transparency Framework of the Paris Agreement

187. This component focused on strengthening Burkina Faso's institutional arrangements to meet the transparency requirements of the Paris Agreement. It aimed to create and institutionalize the structures necessary for long-term climate reporting and data sharing across relevant sectors. There were four outputs:

- Output 1.1: A climate change coordination framework and focal points established to plan, track, and report climate actions.
- Output 1.2: Awareness raised through training on climate transparency and MRV mechanisms, with the integration of NDC and NAP into policy, targeting decision-makers from government, civil society, and the private sector.
- Output 1.3: Climate data-sharing protocols developed and adopted.
- Output 1.4: Long-term strategy on climate transparency designed and validated.

Component 2: Tracking Progress of Climate Change Mitigation and Adaptation

188. The component was designed to enhance the technical capacity for monitoring and reporting on climate change mitigation and adaptation actions, specifically through the establishment of an operational MRV system in the AFOLU and Waste sectors. Eight outputs were formulated:

- Output 2.1: An analysis of current monitoring and evaluation practices and gaps developed.
- Output 2.2: A domestic MRV system designed, tested, and operationalized.
- Output 2.3: Methodologies for country-specific emission factors developed for AFOLU and Waste sectors.
- Output 2.4: Training provided to stakeholders from civil society and the private sector on the MRV system.
- Output 2.5: Peer exchange activities for experience sharing implemented.
- Output 2.6: A review of baseline projections for NDC and NAP carried out.
- Output 2.7: Methodology to keep track of progress in the implementation of NDCs, NAP and transparency, including specific indicators, developed.
- Output 2.8: Public and private expenditures related to NDC and NAP implementation identified and tracked, focusing on the AFOLU and Waste sectors.

Availability of Outputs

189. Many key outputs were delivered, including the establishment of a fully functional MRV system and a climate change coordination framework. However, some outputs, particularly those related to data-sharing protocols and long-term strategy implementation, experienced delays and were partially delivered.

Output 1.1: A climate change coordination framework and focal points are established to plan, track and report climate actions.

190. The goal was to establish a sustainable, formalized system for climate change information management in Burkina Faso, upgrading institutional, legal, and regulatory frameworks to support climate data management.

191. Deliverables:

- Identification of key stakeholders and their roles within the climate transparency framework.
 - Designation of focal points in ministries and organizations for climate data collection and reporting.
 - Drafting a coordination framework to enhance inter-sectoral climate data sharing.
 - Adoption of a decree (March 2024) institutionalizing the climate transparency framework.
192. The identification and mapping of stakeholders were successfully completed, involving a wide range of actors from government, civil society, and the private sector. The designation of focal points across key ministries allowed for improved coordination of climate data collection and reporting. Drafting the coordination framework was a major step in ensuring inter-sectoral collaboration. However, delays were caused by frequent changes in government leadership, which slowed down decision-making. The political instability impacted engagement with key ministries, delaying the formalization of the decree. Despite these challenges, the decree was signed in March 2024, institutionalizing the framework and ensuring its long-term sustainability for climate reporting.

Output 1.2: Awareness raising through training on climate transparency, MRV mechanisms and integration of NDC and NAP in policy provided to decision makers from government, civil society and private sector.

193. This output focused on building awareness and providing the necessary skills to ensure the successful institutionalization of climate transparency systems, which are crucial for tracking and reporting climate actions under the Paris Agreement.
194. Deliverables:
- Preparation of training materials and tools for climate transparency, MRV mechanisms, and policy integration.
 - Two sensitization workshops for government members and parliamentarians on climate transparency and MRV mechanisms.
 - Four information and awareness-raising workshops for officials from institutions, the private sector, and civil society on climate transparency and MRV.
 - Training reports and evaluation surveys from all sessions, including gender-disaggregated data on participation.
195. The project successfully organized and conducted multiple awareness-raising sessions, ensuring that government officials, members of parliament, private sector representatives, and civil society organizations had the opportunity to learn about the importance of climate transparency. The two sensitization workshops targeting parliamentarians and government officials induced political support for the institutionalization of MRV systems. These sessions helped bridge the knowledge gap on climate transparency requirements under the Paris Agreement and empowered decision-makers to mobilize the necessary resources for data collection and policy implementation. The main weakness has been the lack of follow-up (subsequent training sessions) as many decision makers move positions on a regular basis; hence, new people are not fully aware, least briefed of the climate transparency mechanism.
196. One important feature of the framework has been the inclusion on the requirement to update data on a yearly basis; hence, sectors are required to make sure that uploaded

data into the MRV system is up-to-date annually (whether new data was collected or not during the reporting period).

197. The four additional training workshops focused on providing technical knowledge on MRV mechanisms. Participants included representatives from technical services, the private sector, and civil society. These workshops equipped them with the skills necessary to integrate climate data into national planning processes, including for the AFOLU and Waste sectors. Training materials were made available for future access, and the workshops included interactive elements to ensure participants could apply the knowledge gained. Feedback from participants was positive, with the majority reporting an increased understanding of climate transparency but the lack of post-training support was flagged nearly systematically during interviews.
198. Initial delays in organizing workshops were due to difficulties in coordinating multiple sectors, and the pandemic disrupted participation. Despite these setbacks, the workshops were completed successfully, with participants reporting increased knowledge. Virtual platforms were used to address some logistical issues, and training materials remain available for future reference.
199. By project's end, four sectoral technical groups / committees were operational to ensure data validation prior to use.

Output 1.3: Climate data sharing protocols developed and adopted.

200. The goal was to ensure that all relevant stakeholders, including government entities, research institutes, and civil society, had standardized processes for exchanging climate-related information. These protocols were vital for enabling the accurate and timely reporting of climate data, supporting the implementation of the national MRV (Monitoring, Reporting, and Verification) system, and fulfilling obligations under the Paris Agreement.
201. Deliverables:
 - Development of templates for climate data sharing protocols, ensuring all sectors adhere to standardized reporting mechanisms (four sectoral data fiches).
 - Establishment of a multidisciplinary working group, with four sessions to review and amend the draft protocols.
 - Drafting of the climate data sharing protocol, with specific attention to sensitive and confidential data held by institutions like the National Soils Office and military entities.
 - Protocol validation workshop to finalize the data sharing framework.
 - Formalization of the collaboration between key institutions, including universities and research centers, to ensure sustainable climate data management beyond the project.
 - Taking data collection into account in the decree establishing the MRV system in Burkina Faso
202. The climate data sharing protocols were developed. The project team engaged key stakeholders from various sectors, including government ministries, research institutions, and civil society, to design a comprehensive data-sharing framework. The lack of funding for that purpose resulted in setting up a collaboration with the GIZ-funded ROCA project to ensure sufficient financial resources. A multidisciplinary working group was established to review and refine the protocols, ensuring that they addressed the specific needs and challenges of different sectors. The development of templates took into consideration the actual existing raw data collection tools from sectors and did not complexify the templates so they are fully compatible with the MRV

system; instead, raw data are provided by focal points (minimize added workload). The MRV team is to process data and the technical committees validate data for subsequent use for climate transparency. It remains to be seen whether the MRV team has sufficient specialized human resources to process data from different sectors.

203. Throughout the project, working sessions were held with key stakeholders to amend and finalize the draft protocols. These sessions allowed participants to voice their concerns and contribute to the creation of a data-sharing system that would support the national MRV platform. The protocol validation workshop brought together representatives from government agencies, universities, and civil society to approve the final version of the framework. This process ensured that all parties had a clear understanding of their roles in the data-sharing system.
204. The project focused on establishing formal agreements between institutions to guarantee the long-term sustainability of the climate transparency system. For example, partnerships with research institutions like the University of Ouagadougou were formalized to support ongoing climate data collection and analysis. Although the protocol signing ceremony was delayed due to political instability, the project made substantial progress in establishing a robust framework for data exchange.

Output 1.4: Long-term strategy on climate transparency designed and adopted.

205. The output aimed to institutionalize climate transparency processes, ensuring sustainability beyond the project's duration. By designing and adopting a comprehensive strategy, the country would strengthen its ability to track climate mitigation and adaptation actions, improve decision-making, and facilitate reporting to the international community.
206. Deliverables:
 - Design and adoption of the long-term climate transparency strategy¹⁵, outlining the roles and responsibilities of key actors in maintaining transparency processes.
 - Engagement of stakeholders through multiple workshops and consultations to ensure the strategy's relevance and applicability.
 - Integration of sectoral and institutional inputs to address challenges in data sharing, MRV systems, and coordination.
 - Finalization and dissemination of the strategy document to all relevant government agencies, including the Ministry of Environment and other key stakeholders.
207. The long-term strategy was developed through an inclusive process involving consultations with government ministries, civil society, and the private sector. The strategy provided a clear roadmap for the institutionalization of climate transparency processes and the operationalization of Burkina Faso's MRV system. It delineated roles, ensuring that key institutions could continue their work on climate reporting, data sharing, and analysis post-project.
208. The project team facilitated several workshops with sectoral stakeholders to gather input and refine the strategy. This process ensured that the strategy would be applicable to the priority sectors for the country's NDC and NAP reporting. The final strategy emphasized the sustainability of the MRV system and the importance of continuous capacity-building to maintain climate transparency efforts.

¹⁵ The document is not a strategy *per se* (requiring political validation), but more of an indicative roadmap for future actions

209. Political instability in some regions delayed consultations, but these challenges were mitigated by holding additional workshops in accessible areas. The strategy was finalized and disseminated, providing a clear roadmap for climate transparency in the long term. Additional capacity-building efforts were identified as necessary for full operationalization.

Output 2.1: An analysis of current monitoring and evaluation practices and gaps is developed.

210. This aimed to assess existing climate monitoring and evaluation (M&E) systems, identifying key gaps that hindered effective climate data collection and reporting. The goal was to analyse current practices across sectors like AFOLU (Agriculture, Forestry, and Other Land Use), Waste, and Energy. The findings would serve as a basis for improving the national MRV system.
211. Deliverables:
- Diagnostic report assessing current M&E practices and gaps in AFOLU, Waste, and Energy sectors.
 - Expert consultations to identify technical and institutional weaknesses in climate data collection and sharing.
 - Gap analysis report providing recommendations to strengthen the national M&E framework for international climate reporting.
212. The diagnostic report provided an in-depth evaluation of M&E systems, revealing key weaknesses such as fragmented data collection and lack of coordination among institutions. The report highlighted capacity gaps at the local level, particularly in technical skills for managing climate data.
213. Through consultations with national and international experts, the project identified gaps in institutional coordination and standardized data collection methods. These discussions helped shape the gap analysis report, which offered specific recommendations, including the need for stronger institutional frameworks and better data-sharing protocols. The final gap analysis report laid out a roadmap for addressing these weaknesses, focusing on building institutional capacity and improving data coordination across sectors to meet international climate transparency standards.
214. Political instability delayed consultations with some stakeholders, and recruitment of key experts took longer than anticipated. However, the report was completed, and its recommendations are now being integrated into national climate reporting systems.

Output 2.2: A domestic MRV system designed, tested and operationalized.

215. This output focused on designing and operationalizing the MRV platform to collect, manage, and report climate data effectively.
216. Deliverables:
- Development of the MRV platform to collect and manage climate data from key sectors, including AFOLU (Agriculture, Forestry, and Other Land Use), Waste, and Energy.
 - Testing and evaluation of the platform, including feedback from key users and focal points to refine and improve the system.
 - Operationalization of the MRV platform, making it accessible to all relevant stakeholders, including government institutions and sectoral focal points.

217. Data collection workshops were held on two occasions (one multisectoral and another one sector-specific). The MRV platform was developed and launched, allowing for efficient climate data management. The platform incorporated features like data entry, tracking emissions, and reporting on mitigation and adaptation actions. Stakeholders across various sectors were trained on using the platform, ensuring that they could input and update climate data regularly. One key advantage of the system is its simplicity and ease of updating (freeware software).
218. A comprehensive testing phase was conducted to evaluate the platform's functionality. Feedback from users highlighted areas for improvement, such as user accessibility and data entry processes. This feedback was used to refine the platform, making it more user-friendly and accessible for all stakeholders. A major issue for this deliverable was the lack of funding. Not taken into account were prerequisites (workshops, meetings, studies) and the need for an international consultant to support the platform development. Technical issues during the testing phase delayed its full operationalization, but these were resolved, and the platform is now in use by focal points across various ministries. Additional capacity-building efforts were needed to ensure that all users, especially at the local level, were proficient in using the system. Nonetheless, by project's end, the system was fully operational and used by many focal points.

Output 2.3: Methodologies for country-specific emission factors developed for AFOLU and Waste sectors.

219. Emission factors tailored to national circumstances are essential for improving the accuracy of GHG inventories and aligning with international reporting obligations under the Paris Agreement. This output focused on prerequisites for developing and validating emission factors for Burkina Faso's unique environmental and economic context.
220. Deliverables:
 - Development of sector-specific methodological guides for calculating emission factors for AFOLU and Waste.
 - Collaboration protocols with national research institutions such as LABEV, LPCE and INERA to conduct in-country research on emission factors.
 - Interim reports on the progress of emissions studies in AFOLU and Waste sectors.
221. Several methodological guides were developed, including guides for emission factors in agriculture, forestry, and waste management. These guides were tailored to the country's specific conditions and followed international best practices. For instance, the agriculture guide focused on emissions from manure and fertilizer use, while the waste guide emphasized landfill emissions and wastewater treatment.
222. Collaboration with local research bodies like LABEV, LPCE and INERA was formalized through protocols that defined roles for both the government and research institutions in gathering and analysing data to develop these emission factors (on waste, agriculture/forestry, and livestock). This collaboration allowed for the incorporation of local expertise and resources, significantly improving the relevance and applicability of the emission factors. Agreements included also support to existing initiatives on national emission factor determination (in collaboration with GGGI).
223. The main challenge was the timing and coordination of research activities, as the political instability and security issues occasionally delayed data collection efforts. In addition, some technical difficulties in obtaining high-quality field data led to delays in finalizing certain emission factors.

Output 2.4: Training on MRV system provided to network members and stakeholders from civil society and private sector.

224. The main objective was to build the technical capacity of national and sub-national stakeholders, enabling them to effectively manage climate data and reporting.

225. Deliverables:

- Development of MRV tools: These included specific tools for data management, emissions tracking, and reporting, tailored to the national context of Burkina Faso.
- Capacity-building programs: Multiple workshops and training sessions were organized for sectoral focal points and local authorities, covering the MRV system's structure, data collection, and reporting processes.
- National MRV platform: The MRV digital platform was designed and operationalized, allowing focal points from various sectors to input their data.

226. The MRV tools developed were essential in providing the necessary frameworks for accurate data collection and reporting. These tools ensured that data on emissions and climate actions were consistent with international standards. The tools covered areas such as emissions tracking in key sectors like agriculture and waste. To accompany these tools, extensive training workshops were held for both national and sub-national authorities. These workshops, including those conducted in December 2021 and February 2022, provided hands-on training on using the MRV platform and managing the flow of climate-related data. Specific training sessions targeted local authorities and civil society organizations, ensuring widespread knowledge of the MRV system. As an example, four training sessions¹⁶ were specifically organized for women's associations in Ouagadougou, Bobo Dioulasso, Fada N'Gourma, and Koudougou (320 ♀) to enhance their understanding of the MRV system, with a focus on data collection and reporting related to climate change. These workshops were designed to support the implementation of the Gender Action Plan, ensuring that women's voices and contributions were integrated into the national climate transparency framework. The sessions provided participants with practical skills on MRV mechanisms and helped to foster gender-responsive approaches in tracking greenhouse gas emissions and adaptation measures. The involvement of the private sector proved very challenging with still insufficient understanding on the value addition of providing relevant emission data to an MRV system. This might require further support in the near future to ensure adhesion.

227. One key achievement under this output was the operationalization of the MRV digital platform, which allows stakeholders to submit, manage, and verify data on greenhouse gas emissions and other climate actions. The platform plays a critical role in facilitating the national reporting processes. Additional workshops included the IPCC methodologies, GIS training sessions, etc. Overall, interviews showed that most if not all training sessions were too short¹⁷ and too technical in relation to content.

228. The main challenge encountered was the varying levels of technical capacity among the participants, which led to delays in the full operationalization of the MRV tools.

Output 2.5: Peer exchange activities for experience sharing implemented.

¹⁶ Five were planned (target: 260 ♀) but one cancelled due to insufficient funding

¹⁷ As an example, many interviewees complained about the training duration on the IPCC methodologies (2 days) ; others mentioned (also for other workshops) the lack (or insufficient use) of case studies, with most training focussing primarily on theory and not enough time for practical cases

229. The goal was to allow Burkina Faso and neighbouring countries to exchange experiences and best practices in MRV systems.
230. Deliverables:
- Organization of a sub-regional workshop on climate transparency, which brought together participants from several West African countries, including Niger, Mali, Senegal (West African Alliance for carbon Market) and Togo.
 - Formalization of partnerships through letters of collaboration between Burkina Faso, regional institutions, and UNEP, solidifying long-term cooperation.
 - Creation of a regional network for ongoing experience-sharing on MRV systems and climate transparency.
231. A key achievement was the sub-regional workshop held in Ouagadougou in March 2024, which gathered government representatives and climate experts from neighbouring countries. The workshop facilitated discussions on MRV implementation challenges, emission factor development, and data-sharing practices across the region. The event also helped build connections that will support future collaboration in climate transparency.
232. Through letters of collaboration, Burkina Faso formalized partnerships with regional entities and UNEP, laying the foundation for sustained cooperation on MRV systems and climate reporting. These partnerships are intended to promote the continuous exchange of knowledge and technical assistance beyond the project's lifecycle.
233. The regional network established as part of this output will serve as a platform for ongoing collaboration, enabling West African countries to share lessons learned and improve their climate transparency systems.
234. The main challenge was ensuring sustained engagement from all regional partners, given the political and security issues in some participating countries.

Output 2.6: A review of baseline projections of NAP and NDC carried out.

235. The review was deemed necessary to identify data gaps and inconsistencies in existing climate projections, ensuring that Burkina Faso could effectively track and report progress on its climate adaptation and mitigation. The goal was to refine baseline data to enable accurate monitoring of greenhouse gas (GHG) emissions and adaptation progress.
236. Deliverables:
- Review of baseline projections for NAP (National Adaptation Plan): to evaluate the current adaptation baseline data, ensuring it reflects the most accurate information for tracking climate change adaptation progress.
 - Review of baseline projections for NDC (Nationally Determined Contributions): on assessing the baseline data related to GHG emissions and mitigation targets in the NDC to align with international transparency frameworks.
237. The project successfully completed the review of baseline projections for both NAP and NDC. This included a thorough assessment of data collection methods (e.g. new vulnerability parameters were added like strong winds and extreme heat events) and existing projections, led by both national and international experts. Key findings from the review revealed gaps in data quality and coverage, particularly for emissions in the

AFOLU¹⁸ and Waste sectors. These gaps were addressed through revised methodologies that provided more reliable baseline data. The updated projections are now better suited for tracking Burkina Faso's progress on climate adaptation and mitigation, ensuring compliance with the Enhanced Transparency Framework. In addition to the technical review, the project facilitated workshops and peer exchanges with local stakeholders, including civil society and private sector representatives, to enhance capacity in maintaining and updating these projections.

238. The review process encountered several challenges. First, the availability and consistency of historical climate data were inadequate, making it difficult to establish accurate baseline projections. Second, it was not possible for both budgetary and security reasons to assess on-site NAP project results (to integrate lessons learned). Third, the review faced delays due to insufficient coordination among institutions responsible for data management, but these issues were addressed through targeted capacity-building efforts and improved institutional collaboration.
239. By project's end, the NAP document still required an official endorsement (due in July/August 2024) and possibly still some technical fine-tuning. As the document was still in validation process, no divulgation activities were considered in the project. That may be an issue to ensure stakeholders' buy-in.

Output 2.7: Methodology to keep track of progress in the implementation of NDCs, NAP and transparency, including specific indicators, developed.

240. The aim was to develop methods for tracking progress on the implementation of Burkina Faso's Nationally Determined Contributions (NDC) and National Adaptation Plan (NAP). The objective was to establish clear tracking methodologies for monitoring the success of climate adaptation and mitigation actions in line with the country's climate commitments. The focus was on providing a robust system to measure performance in key sectors, particularly AFOLU (Agriculture, Forestry, and Other Land Use) and Waste.
241. Deliverables:
 - Methodology for tracking NDC progress
 - Methodology for tracking NAP progress
242. The project developed distinct methodologies to track the implementation of NDC and NAP actions, focusing particularly on climate-sensitive sectors such as AFOLU and Waste. These methodologies involved setting up indicators to measure the effectiveness of mitigation and adaptation action. The tools created allowed for detailed tracking of greenhouse gas (GHG) emissions reduction and the progress of adaptation efforts under the NAP.
243. Several workshops were held with local institutions and sectoral representatives to train them on how to apply these tracking methodologies. This involved not only data collection but also the standardization of reporting formats to ensure consistency

¹⁸ Key challenges identified include: 1. incomplete and inconsistent data (gaps in coverage and regularity of data collection, particularly regarding greenhouse gas (GHG) emissions and sequestration, 2. sector-specific limitations (agricultural sector facing difficulties like the limited ability to monitor input standards and usage, irregular rainfall, and declining soil fertility, all of which introduce variability and gaps in data consistency; waste sector struggling with inadequate tracking of waste emissions, particularly in urban areas where waste management practices are inconsistent), 3. lack of country-specific emission factors (main issue as default factors are not adapted to the country's conditions), 4. lack of tools and legal protocols (in terms of formal protocols for data collection, storage).

across sectors. These activities built local capacities, enabling national experts to use and maintain the systems independently after the project's conclusion. Additionally, a system for validating the collected data was established to ensure the accuracy and credibility of reports submitted to both national and international bodies. The project also initiated collaboration with key national ministries to integrate these tracking systems into regular government operations, thus supporting sustainability beyond the project's timeline. Key issues were the lack of sufficient, reliable data, particularly from rural and decentralized areas, which made tracking progress difficult. Some institutions lacked the technical capacity to effectively manage and use the new tools, requiring further training and support. Coordination between different agencies involved in climate reporting also posed challenges, leading to delays in data collection and analysis.

Output 2.8: Public and private expenditures related to the implementation of Burkina Faso's NDC and NAP identified and tracked in AFOLU and Waste.

244. This was to develop financial instruments and mobilize both national and international resources to support climate action in Burkina Faso. The goal was to ensure effective resource mobilization for adaptation and mitigation activities, and to build national capacity for tracking and managing climate finance.
245. Deliverables:
 - Provisional Report on Climate Finance in Burkina Faso (April 2023): consisting of an analysis of the country's climate finance landscape, focusing on received international funds and the gaps in domestic climate financing.
 - State of Climate Finance Report (February 2024): comprehensive review of climate finance, identifying potential improvements in national climate finance mechanisms.
 - Concept Notes for Climate Projects: various concept notes prepared for securing international funds, including projects like "Scaling Up Solar Energy", "Community Resilience on the Central Plateau" and an assessment on the "Climate Finance Status in Burkina Faso".
246. The project produced key reports, including the provisional and state-of-the-finance reports, which provided an in-depth analysis of climate finance in the country. These reports identified that the majority of international finance came from multilateral sources, with a substantial portion in the form of loans, presenting challenges for long-term debt management. Additionally, concept notes for renewable energy projects were developed, showcasing the country's readiness to attract more international funding.
247. Workshops and consultations were conducted to enhance national capacity in managing climate finance, with national actors gaining skills in project development and fund mobilization. These activities have been effective in laying the groundwork for stronger resource mobilization efforts, though more work is needed to streamline funding processes and improve financial sustainability. Indeed, interviews showed that many different stakeholders have ideas on climate finance but Government is unable to tap in these ideas for further analysis and support; hence the need to bring together stakeholders on climate finance.

Overall Availability of Outputs:

248. Most critical outputs were successfully delivered, demonstrating significant progress in establishing the necessary frameworks and systems for climate transparency. The project achieved the development and operationalization of the MRV system, the

climate change coordination framework, and the creation of data-sharing protocols. Additionally, the project produced essential reports, such as reviews of baseline projections for the NAP and NDC, along with methodologies for tracking progress in climate actions. Training and awareness-raising activities were conducted for government officials, civil society, and the private sector, increasing national capacity to manage and report on climate data.

249. However, external factors such as political instability and the COVID-19 pandemic significantly impacted the timely delivery of several outputs. Frequent changes in government leadership led to delays in the formal adoption of key legal frameworks, such as the decree institutionalizing the climate transparency system. These political disruptions also affected engagement with key ministries, slowing decision-making and delaying the implementation of coordination frameworks and data-sharing protocols. A major issue in the country has been the frequent changes in sectoral focal points, which may have been the most difficult challenge in ensuring project success.
250. The COVID-19 pandemic introduced logistical challenges, particularly for in-person training sessions and workshops, which were essential for building capacity. Despite adapting to these challenges by transitioning to virtual platforms and extending timelines, the pandemic still caused delays in fully operationalizing certain activities, especially capacity-building efforts.
251. Institutional weaknesses, particularly around data availability and consistency, posed additional challenges. Moreover, capacity limitations within national institutions led to reliance on international consultants, which, while addressing short-term needs, highlighted the importance of further capacity-building for long-term sustainability.
252. Given the successful completion of many deliverables despite these challenges, the project has laid a strong foundation for climate transparency in Burkina Faso. However, the partial completion and delays of some outputs, particularly those related to institutionalization and long-term strategy adoption, remain issues.

Rating for Availability of Outputs: Satisfactory (S)

Achievement of Project Outcomes

253. The project aimed to build and institutionalize Burkina Faso's climate transparency systems and establish robust tracking mechanisms for its Nationally Determined Contributions (NDC) and National Adaptation Plan (NAP).

Outcome 1: Institutional arrangements for climate transparency are strengthened to support the long-term strategy on climate transparency

254. The primary objective of the outcome was to create institutional arrangements that would support long-term climate transparency. This involved establishing a legal and operational framework for climate data management, enhancing inter-sectoral coordination, and building the capacities of key ministries and agencies involved in climate reporting.

Achievements and Implementation:

255. The project positioned the Ministry of Environment at the heart of the climate transparency process, with the MRV system serving as the tool for climate data collection and reporting. The development and validation of data-sharing protocols among key ministries facilitated better coordination in climate data management. A significant achievement was the adoption of the climate transparency decree in March 2024, which formalized the institutional framework and solidified government

commitment to transparency. Furthermore, the project's capacity-building efforts reached a wide range of stakeholders, with workshops enhancing understanding of MRV systems and GHG inventory methodologies.

Challenges and Limitations:

256. Political instability was a key barrier to the smooth implementation of the outcome. Frequent changes in government leadership caused delays in formalizing agreements and in the operationalization of data-sharing protocols. Additionally, the absence of sustained post-training support combined with focal point rotation meant that while capacity-building workshops were effective in the short term, the practical application of skills was limited. For example, by January 2023 – 2 ½ years after startup - few focal points were still active and a workshop to revitalize focal points was deemed necessary (it covered over 75 institutions, pretty much all involved institutions) with the designation of new focal points in the process. It is in this environment that the PMU had to proceed with project implementation. This, however, did not significantly ensure focal point stability and during the in-country mission, the reviewer discussed with a number of old focal points while new ones were not yet well informed about the project.

Outcome 2: Burkina Faso tracks and reports progress of the NDC and NAP, including public and private investments, especially in AFOLU and Waste sectors

257. This outcome was designed to the country to improve tracking and reporting on its NDC and NAP implementation progress, focusing on the AFOLU and Waste sectors. The project aimed to develop clear tracking methodologies and improve reporting mechanisms to ensure accurate, comprehensive reporting of climate actions. Additionally, it sought to evaluate public and private investments in climate-related activities and strengthen Burkina Faso's capacity to mobilize financial resources for both mitigation and adaptation.

Achievements and Implementation:

258. The project developed tailored methodologies for tracking the progress of NDC and NAP actions in AFOLU and Waste. These methodologies provided sector-specific indicators that improved the country's ability to report on greenhouse gas emissions and adaptation measures. The MRV system – which is fully upgradeable and customizable¹⁹ - was established to support this tracking, with stakeholders trained on its use. Reports on climate finance were produced, identifying key funding gaps and opportunities for mobilizing additional public and private investments. These reports created a roadmap for future financial resource mobilization in climate-related actions.

Challenges and Limitations:

259. The MRV system, although established, initially faced technical difficulties that hindered its full operationalization. These issues included data input errors²⁰, limited access to the system for some users, and inconsistencies in data collection, particularly from regions. Most if not all these issues have been resolved by now. In addition, difficulties in securing international climate finance and the complexities of tracking private investments highlighted the need for further refinement in climate finance strategies.

Rating for Achievement of Project Outcome: Moderately Satisfactory (MS)

¹⁹ SPIP (Système de Publication pour l'Internet) is a free, open-source content management system (CMS) based on PHP et MySQL languages and designed for collaborative editing and publishing of web content, particularly for websites with a strong editorial focus. Its advantages include ease of use, particularly for non-technical users and a community-driven plugin ecosystem that allows for extensive customization. SPIP is valued for its flexibility, making it suitable different uses including large institutional websites.

²⁰ At this stage, it is not possible to correct data entry errors by the focal point

Strategic Q1: Did the State and non-state actors participate in the project and adopt the enhanced transparency framework arrangements under the Paris Agreement? If so, what are the key project elements that contributed to allowing them to do so? If not, what prevented them from doing so?

State and non-state actors actively participated in the project, contributing to the adoption of transparency framework arrangements. Key elements of the project facilitated this involvement. Capacity building was essential. The project delivered training to government officials, civil society, and private sector actors on MRV systems and GHG inventories, equipping them with the necessary skills to engage in climate data collection and reporting, thereby encouraging their participation in the transparency framework. The adoption of the climate transparency decree in March 2024 created the legal foundation for long-term transparency efforts. Key ministries such as agriculture, energy, environment and decentralised institutions for waste had their roles in data collection formalized, supporting sustained engagement. Additionally, the development of data-sharing protocols improved coordination across sectors, enabling more effective management of climate data and fostering collaboration among stakeholders. Challenges like political instability and limited capacity in some sectors hindered the full adoption of transparency arrangements. Nevertheless, the project successfully set the foundation for ongoing participation of state and non-state actors in climate transparency efforts.

Box 1: Strategic Question 1 - Participation and adoption of the enhanced transparency framework arrangements

Strategic Q2: Did the project contribute to strengthening/improving transparency mechanisms of national institutions for domestic and UN conventions reporting? If so, please explain how.

The project significantly strengthened the transparency mechanisms of national institutions by improving their capacity to manage and report climate data. It established a centralized MRV system, which enabled more efficient data collection and coordination across sectors like agriculture, forestry, and waste. This system has streamlined reporting processes, making them more consistent and structured. The project also formalized these improvements by helping to adopt a legal framework that institutionalized climate transparency efforts, ensuring sustainability beyond the project's lifespan. Through capacity-building workshops, government officials gained essential skills for handling data management and reporting, leading to more accurate and timely submissions for national obligations. Overall, the project enhanced the national institutions' ability to fulfil their transparency commitments through improved systems, stronger coordination, and better-equipped staff.

Box 2: Strategic Question 2 - strengthening/improving transparency mechanisms of national institutions for domestic and UN conventions reporting

Strategic Q3: Did the State and Non-State actors participating in the project adopt the new tools developed by the project? If so, what are the key project elements that contributed to allowing them to do so? If not, what prevented them from doing so?

The project developed and introduced a variety of tools aimed at improving transparency and reporting on climate change actions in Burkina Faso. These tools, including the MRV system, climate data-sharing protocols, and methodologies for emission factors, were made available to both state and non-state actors (primarily large NGOs and umbrella organisations). Extensive training was conducted to ensure participants from relevant ministries, civil society, and the private sector could utilize these tools effectively. The project also developed and operationalized the MRV platform, a critical system for managing climate data, which was actively used by stakeholders. Key factors contributing to the adoption of these tools included tailored training programs that targeted both national and sub-national actors and simplicity of design. The involvement of civil society organizations and the private sector in the training ensured broad participation and helped to align various sectors with the MRV requirements. Additionally, the formalization of protocols and frameworks helped secure commitment from the participating entities, making the tools an integral part of the national climate transparency efforts. However, challenges such as the political instability and civil servants staff turnover affected full integration in some cases.

Box 3: Strategic Question 3 – adoption of new tools developed by the project

Likelihood of Impact

260. The likelihood of impact assesses the potential of the project to achieve long-term climate outcomes, particularly in terms of reduced greenhouse gas (GHG) emissions and enhanced climate-resilient development. It examines the key factors influencing the project's impact, including the operational status of the MRV system, institutional capacities, and stakeholder engagement. It also considers whether the project outputs and outcomes are positioned to drive progress toward intermediate states and broader impacts. Challenges such as data integration and technical support are assessed to determine the project's likelihood of delivering lasting climate benefits

261. The flow to estimate the likelihood of impact is presented in Table 4

Impact	Likelihood	Justification
Drivers to support transition from Outputs to the Project Outcomes are...	Partially in place	There were critical drivers supporting the transition, including strong national engagement, established institutional frameworks, and capacity-building initiatives. The MRV system's design and operationalization were well supported by legal frameworks, and capacity-building activities created the necessary momentum.
Assumptions for the change process from Outputs to Project Outcomes...	hold	The assumptions around stakeholder engagement and national ownership held, supported by active involvement from government ministries and focal points. However, political instability and administrative changes (civil servants' rotation) posed risks, but the project managed to mitigate these effectively.
Proportion of Project Outcomes fully or partially achieved	All	Both main project outcomes—strengthening institutional arrangements and tracking NDC/NAP—were fully achieved by the end of the project. The institutionalization of transparency mechanisms and the MRV system were key deliverables.

Impact	Likelihood	Justification
Which project outcome (the most important to attain intermediary states/impact or others)?	Most important	The project focused on outcomes that were essential for attaining long-term impacts, including the operationalization of the MRV system and the establishment of institutional frameworks, which are critical for fulfilling Burkina Faso's commitments under the Paris Agreement.
Level of Project Outcome achievement?	Full	The outcomes related to both institutional arrangements and NDC/NAP tracking were fully achieved, as evidenced by the completion of relevant outputs and the full operationalization of the MRV system by the project's end.
Drivers to support transition from Project Outcomes to Intermediate States are...	Partially in place	While key drivers like government buy-in and established legal frameworks were in place, the project faced challenges with institutional instability and the need for long-term capacity building. These issues impacted the sustainability of the outcomes to some extent.
Assumptions for the change process from the Project Outcomes to Intermediate States...	Partially hold	Although the institutional frameworks and MRV systems were in place, political instability and administrative turnover delayed some processes. This suggests that assumptions around political stability and institutional continuity partially held.
Proportion of Intermediate States achieved?	Some	Intermediate states related to long-term sustainability and stakeholder engagement were partially achieved. Institutional frameworks were established, but further work is required to ensure full ownership and sustained operations beyond the project timeline.
Level of Intermediate State achievement?	Partial	Intermediate achievements, such as the full operationalization of MRV systems, were realized, but ongoing political and institutional instability limited further progress towards sustainability.
Drivers to support transition from Intermediate States to Impact are...	Partially in place	Legal frameworks and established MRV systems are key drivers that support long-term impact, but challenges with capacity and institutional stability indicate that these drivers are only partially in place.
Assumptions for the change process from Intermediate States to Impact	Partially hold	The assumptions regarding long-term institutional engagement and capacity partially held, as the frameworks were in place but required further consolidation to ensure sustainable impact.

Table 4: Likelihood of impact

Achievement of Likelihood of Impact: Likely

262. The CBIT project in Burkina Faso implemented several gender-related activities to enhance inclusivity in climate transparency systems. Gender mainstreaming was prioritized through the recruitment of a national gender and climate change expert in 2021, who developed gender-disaggregated participant lists and supported the drafting of a gender action plan. Workshops and training sessions were held, with an average female participation rate between 25% and 43%, depending on the session and target group. By the end of the project, 1,045 people were involved, including seven hundred and thirteen (713) men and three hundred and twenty-nine (329) women.

The target at the end of the project, which was 510 stakeholders, including 260 women and 250 men, was therefore greatly exceeded.

263. These activities addressed gender disparities by ensuring women's participation in decision-making processes and providing them with the knowledge and skills to contribute to the MRV system. Despite the overall positive steps, gender representation remained low due to limited female presence in national institutions. By capturing gender-disaggregated data and conducting targeted training for women's associations, the project sought to enhance women's engagement in climate transparency efforts. However, the project faced challenges in reaching the 50% target for female participation, which was constrained by existing societal norms and institutional limitations.
264. In summary, the rating for effectiveness:
- Rating for Availability of Outputs: Satisfactory
 - Rating for Achievement of Outcomes: Moderately Satisfactory
 - Rating for Likelihood of Impact: Likely

Rating for Effectiveness: Satisfactory (S)

E. Financial Management

Adherence to UNEP's Financial Policies and Procedures

265. The financial management of the project generally followed UNEP's established guidelines, as outlined in quarterly financial reports, Project Implementation Reports (PIRs), and progress reviews. Throughout the project, quarterly financial reports were produced regularly, providing insights into budgetary performance at three-month intervals. These reports enabled project management to monitor expenditures effectively and adjust budget allocations as needed. Each report included projections for the following quarter, aiding in financial planning and facilitating adaptive management. Regular cash advances were made in a timely manner, with financial records maintained systematically. Audits were also conducted, showing that the project operated within the approved budget without raising significant concerns regarding fund utilization.
266. Timely cash advances were approved and delivered to the Ministry of Environment, Water and Sanitation (MEEA), and records are clear and available. The project has undergone two independent financial audits covering years 2020-2021 and year 2022. These audits provide evidence that the project utilised the budget in accordance with the approved budget, and no concerns were raised regarding use of funds but for a 500 US\$ expense. At the time of this terminal review, the final audit exercise covering years 2023 and 2024 is still underway.
267. There were, however, timing issues regarding the drafting of some reports, as delays in certain project activities affected the timeliness of these submissions. Specifically, delays caused by external factors such as political instability and security concerns resulted in a need for revised timelines and adjustments in financial reporting schedules. Despite these challenges, the project managed to meet its financial requirements and maintained adherence to UNEP's financial policies

Rating for Adherence to UNEP's Financial Policies and Procedures: Satisfactory

Completeness of Financial Information

268. The financial information for the project, as presented in the table below, offers a detailed summary of the planned budget, actual expenditures, and co-financing contributions. The total GEF grant allocated for the project was USD 1,180,000, of which USD 1,102,122 had been utilized by the MEEA end of the project, representing approximately 93.4% of the overall GEF budget. The co-financing commitment of USD 150,000 was nearly fully met, but only in the form of in-kind contributions (US\$ 140,000). Indeed, due to the economic situation following the COVID pandemic, no cash co-finance could be mobilized by the government.
269. For Outcome 1, which focused on institutionalizing climate transparency, the estimated budget was USD 166,750 at design stage, and actual expenditures amounted to USD 147,471, representing 88.4% of the originally planned budget. Outcome 2, which concentrated on tracking progress in the AFOLU and Waste sectors, had an allocated budget of USD 906,750, at design stage with USD 848,803 spent, amounting to 93.6% of the estimated costs. Project Management Costs were allocated USD 1106,500 at design stage, with actual expenditure reaching USD 105,848, representing 99.4% of the planned amount.
270. While the project made notable progress, the expenditure rates for Outcomes 1 and 2 were pretty much achieved 100% by the project's end (when excluding the budget for evaluations / reviews). This may indicate a high level of efficiency (to be linked with additional financial resources from external sources that facilitated delivery. Hence, the project did maintain compliance with UNEP's financial management policies, including regular analysis of expenditures, budget revisions, and the timely submission of financial reports.
271. Audit reviews confirmed that funds were utilized in accordance with the approved budget, and no significant discrepancies were identified. Despite some delays in the submission of financial reports, which were eventually submitted to UNEP, the overall financial reporting was adequate for ensuring transparency and accountability.

Component <i>All figures as USD</i>	Planned cost at design (USD)	Actual expenditures (USD)	Expenditure ratio (actual/planned) in %
Component 1	166,750	147,471	88.4%
Component 2	906,750	848,803	93.6%
Project Management Costs (PMC)	106,500	105,848	99.4%
GEF grant	1,180,000	1,102,122	93.4%
Cofinancing	150,000	140,000	93.3%
	Cash: 80,000	0	0%
	In-kind: 70,000	140,000	200%

Table 5: Expenditure by Component

Rating for Completeness of Financial Information: Highly Satisfactory (HS)

Communication Between Finance and Project Management Staff

272. Effective communication between the Project Management Unit (PMU) and UNEP was central to ensuring the smooth financial and operational management of the CBIT

project in Burkina Faso. This collaboration was key to aligning financial disbursements with project objectives and addressing any emerging challenges promptly.

273. Throughout the project, the PMU maintained regular communication with UNEP to ensure that financial reporting and budgetary adjustments were aligned with UNEP's requirements. One of the critical areas where this communication proved essential was in the reviewing of budget lines: a number of budget modifications were made to cover Coordinator expenses, the extended support for MRV platform development (the project to cover national consultants and GGGI covering an international consultant). The PMU kept UNEP informed about these delays, and the teams worked together to adjust the project schedule and reallocate resources as needed.
274. Frequent reporting from the PMU allowed UNEP to closely monitor expenditures against the planned budget. When deviations occurred, such as delays in equipment installation or capacity-building activities, the PMU communicated these issues early to UNEP, enabling timely corrective actions. This communication helped to mitigate disruptions to project activities and ensured that both operational and financial plans were kept on track.
275. The collaboration between the PMU and UNEP also extended to regular reviews of the financial health of the project. Budgetary revisions were made where necessary to accommodate changes in the implementation schedule, and UNEP's financial oversight ensured that funds were allocated effectively. The strong communication framework between the two entities ensured that financial transparency was maintained throughout the project, even when delays or other challenges arose. The project never experienced any fund shortcoming.

Rating for Communication Between Finance and Project Management Staff: Satisfactory (S)

276. The overall financial management rating table can be found in Annex VII of the TR report.

Rating for Financial Management: Satisfactory (S)

F. Efficiency

277. The CBIT project in Burkina Faso demonstrated a mixed level of efficiency across its financial, operational, and time management dimensions. While the project achieved significant progress in key areas such as capacity building and the institutionalization of climate transparency, administrative processes affected the timeliness and overall resource utilization. Despite these challenges, the project team successfully navigated several obstacles to meet the revised project goals.

Economic Efficiency

278. The project's financial resources were primarily dedicated to establishing the MRV system and conducting capacity-building activities. Despite challenges, significant progress was made in training more stakeholders than initially planned, contributing to the development of climate transparency frameworks. Lengthy national procurement procedures and socio-political disruptions were contributing factors to implementation delays. While cost-effectiveness was achieved in several areas—especially in organizing capacity-building workshops—the reallocation of funds to cover unforeseen expenses, such as communication efforts, impacted the project's overall economic efficiency. Nonetheless, the project successfully adjusted its budget to ensure continued progress

. Insufficient budget for the MRV platform development (funds for national consultants only) resulted in collaboration with GGGI to contract an international consultant.

Operational Efficiency

279. The project faced early operational delays, particularly in setting up the Project Management Unit (PMU) and recruiting key personnel like the Chief Technical Advisor. These delays, combined with disruptions caused by external socio-political factors, slowed the initial implementation of key activities. However, once operational, the PMU demonstrated efficient management of resources, and adaptive measures were put in place to catch up on delayed activities. The PMU itself was basically equipped (2 computers, two rooms and a small meeting room [admin-fin and Coordinator], air conditioning); there were no provisions for transportation (supposed to be covered by SP-CNDD) while fuel was often supported by the experts.
280. Coordination with UNEP and other stakeholders, coupled with regular budget revisions, helped to optimize operational performance, especially in the later stages of the project.

Timeliness

281. Timeliness was a recurring challenge throughout the project. Originally planned to conclude in September 2022, the project's completion date was extended to March 2024 due to delays in recruitment, the initial COVID-19 issue, and external socio-political factors. These delays, while impactful, were managed through close coordination between the PMU and UNEP, and adjustments to the project work plan helped mitigate their effects. While the project did not meet its original deadlines, it successfully adapted to evolving circumstances and is on track to meet its extended completion date.

Strategic Q4: What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance?

The CBIT Burkina Faso project experienced a delayed start due to the COVID-19 pandemic, which led to the need for no-cost extensions to ensure all activities could be completed. In response to the pandemic, the project adapted by shifting in-person workshops and training sessions to virtual platforms, allowing for the continuation of capacity-building efforts such as MRV training and stakeholder consultations. These adaptations minimized further delays, but challenges arose, particularly with digital access in rural areas, affecting full participation.

Despite these challenges, the project management's flexibility in transitioning to virtual formats helped maintain performance, keeping the project largely on track. The no-cost extensions allowed for the completion of activities without compromising the quality of the outcomes..

Box 4: Strategic Question 4 – Adaptation and performance due to COVID-19

Rating for Efficiency: **Moderately Satisfactory (MS)**

G. Monitoring and Reporting

Monitoring Design and Budgeting

282. The CBIT project was built upon a well-structured Monitoring and Evaluation (M&E) plan from its inception. The project design included a detailed M&E framework, as outlined in the Project Document, which covered the key monitoring activities required to track

the project's progress toward its objectives. This plan included clear indicators, milestones, and budgets for regular monitoring activities, including reporting and data collection. The budget allocated for M&E was comprehensive, covering all necessary activities, such as progress reports, monitoring indicators, and evaluations.

283. The project utilized SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) indicators to ensure that progress could be measured effectively, with baseline values set from the start. Furthermore, gender-disaggregated data collection was embedded into the project's design to ensure inclusivity and promote gender equity in the implementation of project activities.

Rating for Monitoring Design and Budgeting: Satisfactory (S)

Monitoring of Project Implementation

284. The project's monitoring system was consistently effective throughout its implementation, supported by regular half-yearly progress reports (HYPRs), Project Implementation Reviews, and other detailed progress updates. These reports enabled both the project team and UNEP to track the status of key activities, such as the MRV system development and capacity-building efforts. Challenges, such as disruptions due to socio-political instability, were identified early on, and adjustments were made to the work plan to keep the project on track.
285. Additionally, the project collected and utilized monitoring data for adaptive management. Regular meetings between the PMU and UNEP ensured that necessary corrective measures were taken in response to emerging issues. Gender-disaggregated data was also collected during capacity-building workshops, helping to track inclusivity and ensure that women were well-represented in key project activities.

Rating for Monitoring of Project Implementation: Satisfactory (S)

Project Reporting

286. Project reporting was consistently strong throughout the CBIT project. The project team met UNEP's reporting standards, providing timely and detailed reports such as the PIRs and HYPRs, which included updates on outputs like the MRV system, capacity-building activities, and financial reporting. These reports effectively addressed both progress and challenges, and proposed solutions to keep the project aligned with its objectives. A systemic issue of the project was the underfunding of many activities, which required innovative thinking from the PMU to either juggle between budget lines or seek out complementarities and collaborations with other projects.

287. The reporting process was further strengthened by the well-organized M&E system, which included tools to track key indicators and progress in near real-time. The reporting also included gender-disaggregated data, which enhanced the quality of monitoring and helped UNEP and stakeholders assess the project's inclusivity.

GEF Portal question 1: What was the performance at the project's completion against Core Indicator Targets?

At the project's completion, the CBIT project made substantial progress towards its core indicator targets. The project successfully trained a total of 1,045 individuals, surpassing the original target of 510. Of these participants, 716 were men and 329 were women, achieving a women's participation rate of 30%, which is in line with Burkina Faso's national requirement of a minimum 30% representation. Additionally, the institutionalization of climate transparency frameworks and the operationalization of the MRV system were completed, supporting the country's compliance with the Enhanced Transparency Framework. Despite delays due to socio-political disruptions, the project met its revised targets for tracking climate mitigation and adaptation progress in key sectors such as AFOLU and Waste.

Box 5: GEF Portal question 1 – project performance against Core Indicator Targets

Rating for Project Reporting: Satisfactory (S)

Rating for Monitoring and Reporting: Satisfactory (S)

H. Sustainability

Socio-political Sustainability

288. The socio-political sustainability of the CBIT project in Burkina Faso appears strong, largely due to the institutional and policy framework established during the project's implementation. A significant outcome was the development of the national MRV (Measurement, Reporting, and Verification) system. The Ministry of Environment, Water and Sanitation has played a leading role as the executing agency, demonstrating the government's commitment to ensuring climate transparency and enhancing reporting capacity across sectors such as AFOLU (Agriculture, Forestry, and Other Land Use), energy and Waste.
289. The project fostered broad engagement with key national stakeholders, including government ministries, civil society organizations, and the private sector to a lesser extent, which participated in consultations and capacity-building workshops. For example, workshops were organized to educate key personnel and decision-makers on the institutional framework required for the MRV system, ensuring the inclusion of various sectors in the climate transparency process. However, engagement with the private sector was somewhat limited, partly due to financial constraints constraining specific awareness raising activities, which may affect the long-term sustainability of private sector involvement in climate reporting.
290. Political stability in Burkina Faso remains a concern for socio-political sustainability. Recent political changes, including the government overthrows in 2022 and subsequent changes in government personnel, have raised concerns about the continuity of support for climate transparency initiatives. These political transitions have led to the rotation of designated focal points and staff within key ministries, potentially undermining the consistency and stability of climate governance efforts. However, the legal framework

established for the MRV system, including the drafting of an MRV decree, provides a solid foundation for future political support, as the system is now more entrenched in the country's governance structure.

291. Overall, the strong political support demonstrated throughout the project, combined with the broad engagement of national stakeholders, suggests that the socio-political environment still remains conducive to the sustainability of the CBIT project's achievements. The key risk to socio-political sustainability lies in potential future shifts in government priorities or political leadership, which could affect the long-term commitment to maintaining the MRV system and climate transparency initiatives.

Rating for Socio-political Sustainability: Likely (L)

Financial Sustainability

292. The financial sustainability of the CBIT project is somewhat uncertain. There is no clear indication of a long-term financial commitment from the national government to sustain the MRV system's operational costs beyond 2024. Instead, the Government is relying extensively on co-financing from international sources to ensure reinforcement and strengthening of many outputs
293. The MRV system requires ongoing funding to cover technological updates, regular maintenance, and capacity-building activities to ensure that government personnel and stakeholders remain proficient in climate reporting. This includes costs related to hardware maintenance, software updates, and data management. The government has expressed a willingness to continue supporting the MRV system, but without explicit budget allocations for the period beyond 2024, therefore, financial sustainability remains a concern.
294. Moreover, the project faced budgetary constraints during implementation, leading to reallocations of funds to cover unforeseen costs, such as additional communication efforts and capacity-building activities. These budget adjustments highlighted the need for more substantial financial planning to support the project's long-term goals. The absence of a formalized budget for maintaining the MRV system raises questions about how the government will address recurring costs, particularly when new climate reporting requirements emerge under the ETF.
295. International financial support will be necessary to bridge funding gaps, especially in the early years following the project's closure. Mechanisms such as GCF or GGGI and other international climate finance options could play a critical role in sustaining the MRV system's operations. Leveraging partnerships with regional and international organizations may also help the country secure the technical and financial assistance needed to keep the system operational.

Rating for Financial Sustainability: Likely (L)

Institutional Sustainability

296. One of the most significant achievements was the establishment of a national decree for the MRV system, which formalizes the institutional arrangements required to ensure ongoing climate reporting and transparency. This legal framework provides a solid foundation for the continuation of the MRV system, as it clearly defines the roles and

responsibilities of key government bodies, including the Ministry of Environment, which is responsible for overseeing the MRV system.

297. The project also made efforts to build the capacity of government ministries and other key stakeholders through training workshops and consultations, which were aimed at improving their ability to collect and manage climate-related data. These capacity-building efforts targeted ministries responsible for agriculture, waste management, and energy, among others, ensuring that climate transparency is integrated across multiple sectors. The creation of sectoral focal points within these ministries, tasked with collecting and reporting climate data, further strengthens institutional sustainability.
298. However, challenges remain regarding personnel turnover within key ministries. The rotation of trained personnel and focal points poses a serious risk to institutional sustainability, as it led to a loss of institutional knowledge and continuity in climate reporting efforts. To mitigate this risk, further efforts are needed to formalize protocols for data sharing and ensure that new personnel are adequately trained on the MRV system. The project has laid a strong foundation, but continued attention to capacity building and institutional strengthening will be necessary to ensure the long-term sustainability of the MRV system. The lack of post-training support was also systematically raised as a major weakness of the project. With a focus on AFOLU, interviews showed that there is a better understanding on climate transparency within these sectors compared to the Energy, Waste or IPPU²¹ sectors.
299. In addition, the integration of the MRV system into broader national climate governance structures, such as the National Adaptation Plan (NPA) and Nationally Determined Contributions (NDC) framework, ensures that climate transparency will remain a central component of the country's climate strategy. The involvement of multiple government ministries in the MRV system, along with the creation of sectoral committees for data collection and validation, suggests a broad-based institutional commitment to maintaining the system.

Rating for Institutional Sustainability: Moderately Likely (ML)

Rating for Sustainability (Likelihood):	Likely (L)
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I. Factors Affecting Performance and Cross-Cutting Issues

Preparation and Readiness

300. The project demonstrated an early engagement with a broad range of stakeholders, including key government ministries such as the Ministry of Environment, Water and Sanitation (MEEA), civil society organizations (CSOs), research institutions, and private sector actors. This collaborative approach ensured that institutional capacities were clearly understood, and roles were clearly defined before the official project launch.
301. One of the standout features of the project's readiness was the alignment of national climate transparency goals. The inception workshop held in September 2020 played an important role in introducing the project to stakeholders and setting the stage for the project's operational phase. The workshop raised awareness about the project's objectives and aligned expectations among diverse stakeholders from government,

²¹ That includes the private sector – large scale industry -

academia, and the private sector. Furthermore, the project capitalized on prior initiatives such as the National Climate Change Adaptation Plan (NAP) and the Nationally Determined Contributions (NDC), building on existing frameworks to ensure a smooth transition into enhanced climate transparency. Additionally, national workshops allowed for amendments to project components and activities, ensuring the project design reflected the needs and feedback of stakeholders from priority sectors.

302. The project's early-phase emphasis on inclusivity also set the stage for more efficient mobilization. By conducting stakeholder consultations and workshops that included technical experts and decision-makers from priority sectors, the project ensured that the design of the MRV system would be both relevant and actionable within the national context. This preparedness was crucial in aligning the MRV system with both national and international reporting standards, especially given the technical complexity involved in tracking emissions and climate adaptation measures.

Rating for Preparation and Readiness: Highly Satisfactory (HS)

Quality of Project Management and Supervision

303. Under the leadership of the MEEA and UNEP, the project management team showed a strong ability to adapt and respond to emerging challenges. Regular Project Steering Committee (PSC) meetings facilitated continuous dialogue between stakeholders, allowing for real-time feedback and timely interventions when needed. Despite some early difficulties, the project management was effective in submitting regular and quality reports. This not only ensured that project milestones were met on time but also built trust with donors and partners. The consistent delivery of progress reports, including the mandatory Progress Implementation Reports (PIRs), provided a clear view of the project's achievements and areas that required adjustment.
304. A significant challenge faced by the project was the disruption caused by the COVID-19 pandemic. However, the management team's ability to swiftly pivot to virtual platforms for meetings, training sessions, and stakeholder consultations minimized delays and kept the project on track. The flexibility demonstrated in adapting to external shocks, such as the pandemic, speaks to the resilience of the project management team. This adaptability ensured that critical capacity-building activities, such as MRV training, continued despite global disruptions.
305. The role of the PSC was also crucial in ensuring that the project remained accountable and aligned with national priorities. By facilitating regular reviews and discussions, the PSC ensured that work plans and budget allocations reflected the project's evolving needs. These meetings provided a platform for the resolution of issues, such as technical challenges in the MRV system, and allowed for collective decision-making.

Rating for Quality of Project Management and Supervision: Satisfactory (S)

Stakeholders Participation and Cooperation

306. Stakeholder participation and cooperation were central to the success of the CBIT project. From the inception of the project, stakeholders from various sectors were actively engaged in both the design and implementation phases. This included ministries responsible for agriculture, forestry, energy, and the environment, as well as civil society organizations (both individual and umbrella), the private sector, and academic institutions. One issue that may have impacted the implementation has been the institutional instability (a result of political instability); for example, the SP-CNDD

experience three Permanent Secretaries since the project formulation. The broad range of stakeholders involved in the project ensured that the MRV system was designed to reflect the needs and capacities of all relevant sectors, making it a comprehensive tool for climate transparency.

307. Workshops and training sessions played a key role in building capacity across different sectors. These sessions focused on technical aspects of climate reporting, such as GHG inventories, data management, and the use of the 2006 IPCC Guidelines for climate transparency. The feedback from participants during these sessions indicated a high level of satisfaction with the hands-on learning approach, as well as a demand for more advanced training on complex topics like country-specific emission factors and vulnerability assessments. This high level of interest from stakeholders suggests that the knowledge and skills gained through the project will likely be sustained beyond its duration, fostering continued interest for climate transparency initiatives.
308. Moreover, the involvement of civil society and private sector actors was a significant achievement, as these groups play a crucial role in ensuring data transparency and accountability. The project provided opportunities for peer exchange and learning, which allowed stakeholders to share best practices and lessons learned, both nationally and internationally. This cross-sectoral cooperation is likely to enhance the long-term sustainability of the MRV system, as it fosters a sense of ownership and collective responsibility for climate action.

GEF Portal question 2: What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program?

The CBIT Burkina Faso project made strong progress in stakeholder engagement through targeted. A key success was the involvement of a wide range of stakeholders, including ministries (e.g., agriculture, energy), civil society organizations, and the private sector in shaping the MRV system. For instance, stakeholder consultations, provided an open platform for contributions on technical aspects like data collection and MRV design.

A challenge was aligning different sectoral priorities, especially in coordinating the roles of various ministries and ensuring their data-sharing commitments. To address this, the project organized sector-specific training sessions on greenhouse gas inventories and emissions tracking, which built capacity and improved collaboration. Peer exchanges were another effective engagement tool, fostering knowledge sharing between Burkina Faso and other countries, which helped stakeholders learn from successful international practices.

The outcome was a high level of national ownership and commitment to the MRV system, with stakeholders actively participating in refining project components and ensuring its alignment with national climate goals.

Box 6: GEF Portal question 2 – progress, challenges and outcomes regarding engagement of stakeholders

Rating for Stakeholders Participation and Cooperation: Highly Satisfactory (HS)

Responsiveness to Human Rights and Gender Equality

309. While the CBIT project made concerted efforts to ensure inclusivity, particularly in terms of gender equality, there were challenges in achieving gender parity, especially in technical roles. Women's participation in project activities remained below

expectations, with only 26% participation in 2020, which increased slightly to 33% by 2023. This reflects a broader trend of underrepresentation of women in technical fields, particularly within the public administration in Burkina Faso. The project addressed this issue by organizing gender-specific training sessions and consistently collecting gender-disaggregated data to monitor participation rates.

310. Despite these efforts, the project's gender outcomes could have been stronger. While there was a noticeable improvement in women's involvement, more targeted efforts are needed to close the gender gap in future climate transparency initiatives. The project's gender-focused activities, such as the workshops held in December 2022, demonstrated a commitment to addressing this disparity, but the persistence of gender inequality in the technical aspects of climate transparency suggests that more structural interventions will be required in the long term.
311. The project was also responsive to broader human rights principles, such as inclusivity and equal access to project benefits. It aimed to foster participation from a wide range of stakeholders, including marginalized groups, ensuring that all had access to climate-related information and the tools necessary for climate transparency. However, there were no specific human rights concerns encountered during the project, given its focus on capacity-building rather than physical interventions.

GEF Portal question 3: Were the completed gender-responsive measures and, if applicable, actual gender result areas?

The CBIT Burkina Faso project implemented several gender-responsive measures aimed at promoting inclusive participation, though these were limited in scope. Gender considerations were integrated into capacity-building activities, ensuring both men and women had access to training on the MRV system and climate reporting tools. For instance, gender-disaggregated data was consistently collected during workshops to monitor participation levels, and specific training sessions were designed to encourage greater involvement from women in technical climate activities.

One of the key gender-responsive actions was organizing workshops that aimed to increase women's technical expertise, particularly in data management and greenhouse gas inventory processes. While participation of women in these activities increased over time, reaching about 33% by 2023, the project faced challenges in achieving gender parity due to the overall underrepresentation of women in technical sectors within Burkina Faso. However, these efforts laid the groundwork for greater gender inclusivity in future climate transparency initiatives, as women's participation in key climate reporting areas was improved.

In conclusion, while gender-responsive measures were undertaken, their impact was modest, but they contributed to raising awareness and increasing women's involvement in climate transparency activities.

Box 7: GEF Portal question 3 – gender-responsive measures

Rating for Responsiveness to Human Rights and Gender Equality: Moderately Satisfactory

Environmental and Social Safeguards

312. Given the nature of the CBIT project, which focused primarily on building institutional capacities for climate transparency, the environmental and social safeguards were minimal. There were no significant physical interventions or infrastructure development associated with the project, making it a low-risk initiative in terms of environmental and social impact. The project's primary activities involved training, workshops, and the development of climate reporting tools, none of which posed direct risks to the environment or social fabric of the communities involved.

313. The project's classification as low-risk was maintained throughout its implementation, and no new environmental or social risks were identified during the reporting periods. The consistent monitoring of safeguards, as documented in the Progress Implementation Reports, ensured that the project adhered to international best practices for environmental and social sustainability.

GEF Portal question 4: What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed.

The project was classified as low-risk regarding environmental and social safeguards, given its focus on capacity building and institutional strengthening rather than physical interventions. At CEO Approval, a Safeguards Plan was submitted, highlighting the minimal environmental and social risks due to the project's activities, which primarily involved training, workshops, and the development of climate transparency tools. Throughout the project's implementation, these safeguards were effectively monitored, as evidenced in the PIR.

The risk classification, as reported in the latest PIR, remained stable at "low," with no significant environmental or social issues arising during the project. Regular monitoring ensured that potential risks were identified early, and mitigation measures were put in place, though no major risks materialized. Additionally, the project adhered to UNEP's safeguards protocols, ensuring compliance with international best practices for environmental and social management.

Lessons learned from the implementation of the Safeguards Plan emphasize the importance of continuous monitoring and stakeholder engagement to maintain a low-risk profile. The project's focus on non-physical activities, like data management and capacity-building, contributed to its low-risk status, and no major adjustments to the Safeguards Plan were necessary during implementation. Overall, the measures taken were effective in maintaining a safe and responsible project environment.

Box 8: GEF Portal question 4 – progress made in the implementation of the management measures against the Safeguards Plan

Rating for Environmental and Social Safeguards: Highly Satisfactory (HS)

Country Ownership and Driven-ness

314. The country ownership was a key factor in the successful implementation of the CBIT project. National ministries, particularly the MEEA, played an active role in guiding the project's direction and ensuring its alignment with Burkina Faso's national climate strategies. The MRV system, which is central to the project's objectives, was closely integrated into the country's climate governance framework, ensuring that its outcomes would be sustained beyond the project's duration.
315. The government's commitment was further demonstrated by its willingness to engage in technical negotiations regarding the MRV system's infrastructure, particularly around data sovereignty. For example, the decision to store critical climate data on physical hard drives within the country, while using cloud-based systems for other aspects, reflected the government's careful consideration of national priorities around data security.
316. The alignment of the project with national climate policies, including Burkina Faso's National Adaptation Plan (NAP) and Nationally Determined Contributions (NDC), further reinforced the country's ownership of the CBIT initiative. This alignment was essential not only for achieving the project's objectives but also for ensuring long-term

sustainability. The project's success in institutionalizing the MRV system within national governance structures suggests that the outcomes will be integrated into future climate reporting and action frameworks.

317. Moreover, the strong leadership shown by the Project Steering Committee (PSC) ensured that the project remained aligned with national priorities. It provided continuous oversight and facilitated decision-making when approving work plans and budget adjustments.
318. At operational level, the situation is more nuanced: many designated focal points are not at decision-taking level and therefore lack authority to integrate climate transparency within their institution unless their hierarchy has fully embraced the process. This points out towards the need to involve key-decision taking managers in the climate transparency process.
319. The government's willingness to invest in both financial and in-kind contributions to the project further underscored its commitment to transparency and climate action. The co-financing provided by the Ministry of Environment, as well as the mobilization of national resources to support the MRV system, demonstrated a strong drive towards ensuring the project's sustainability.

Rating for Country Ownership and Driven-ness: Satisfactory (S)

Communication and Public Awareness

320. The project made efforts to raise public awareness about climate transparency and the importance of the MRV system.
321. A comprehensive communication plan was drafted but the lack of financial resources did not ensure its full implementation. Instead, several communication strategies were employed, including the use of traditional media (radio and television) and digital platforms (social media and websites) to disseminate information on the project's objectives and achievements. These efforts were aimed at reaching a wide audience, from government officials to the general public, and ensuring that climate transparency was understood as a national priority.
322. One of the standout aspects of the project's communication efforts was its participation in international forums, such as COP27, where the project team shared their experiences and progress in implementing the MRV system. This not only enhanced the visibility of Burkina Faso's efforts on the global stage but also allowed the project team to learn from the experiences of other countries involved in similar transparency initiatives.
323. However, the project faced early challenges in communication due to budget constraints. This was addressed by reallocating resources to strengthen communication activities, ensuring that sufficient attention was given to raising awareness both domestically and internationally. The creation of video capsules showcasing the project's achievements, alongside workshops and knowledge-sharing events, helped bridge the initial communication gap.

324. Despite these efforts, there remains room for improvement in fully leveraging the strategic position of platforms such as the West Africa Climate Transparency Hub to further disseminate information and support regional collaboration on climate transparency. While the project made notable strides in public communication, expanding the use of digital tools and platforms could enhance the long-term visibility and impact of the MRV system.

GEF Portal question 5: What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables

The CBIT Burkina Faso project faced challenges in its Knowledge Management Approach, primarily related to the lack of funding but also to a lesser extent coordination and dissemination issues of climate-related data among diverse stakeholders. However, significant progress was made in developing key deliverables, such as training materials, MRV system guidelines, and workshops aimed at building technical capacity on greenhouse gas inventories and climate reporting. One notable outcome was the creation of climate data-sharing protocols and the facilitation of peer exchange activities, which fostered learning across sectors and improved national expertise.

Despite these successes, there were gaps in consistent knowledge sharing, particularly regarding more complex technical aspects, which stakeholders expressed a need to further explore. Overall, the project strengthened national capacity for climate transparency but highlighted the need for ongoing efforts in knowledge dissemination and deeper technical training.

Box 9: GEF Portal question 5 – progress made in the implementation of the management measures against the Safeguards Plan

Rating for Communication and Public Awareness: Moderately Satisfactory (MS)

Rating for Factors Affecting Performance: Satisfactory (S)

VI. CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions

325. The project implemented successfully a Monitoring, Reporting, and Verification (MRV) system, improved coordination across relevant sectors, and provided technical training to stakeholders involved in climate data management.
326. The project led to the establishment of a national MRV system designed to standardize and manage the collection, analysis, and reporting of climate-related data. This system was implemented across key sectors such as Energy, Agriculture, Forestry, Other Land Use (AFOLU), and Waste. The system is intended to support Burkina Faso in tracking progress towards its Nationally Determined Contributions (NDCs) and National Adaptation Plan (NAP) targets.
327. Coordination among government ministries and relevant institutions was enhanced through the designation of focal points in key sectors. These focal points played a role in facilitating data sharing and improving collaboration among stakeholders. In addition, climate data-sharing protocols were developed to formalize the process of data exchange between ministries and institutions. These efforts contributed to improving the data consistency and ensuring more consistent reporting.
328. Challenges were encountered in the implementation of these institutional arrangements. Political instability and frequent changes in leadership caused delays in finalizing the climate data-sharing protocols. Additionally, the involvement of non-government stakeholders, such as private sector actors, was limited, which affected the full integration of their data into the national MRV system. Despite these issues, the institutional framework for climate data management was established and has the potential to contribute to long-term climate reporting efforts.
329. Capacity-building efforts were central to the project, with training provided to over 100 stakeholders from government, civil society, and the private sector. The training focused on MRV system operation, greenhouse gas (GHG) inventories, and sectoral data collection. These training sessions aimed to equip participants with the necessary technical skills to handle climate data and ensure compliance with international reporting requirements.
330. State actors were heavily engaged through these training initiatives, which improved their capacity to manage and report climate data. The involvement of private sector stakeholders, however, was less comprehensive. Although some private sector entities expressed interest, limited training opportunities and outreach restricted their full participation. As a result, private sector engagement in the MRV system remained underdeveloped.
331. Civil society organizations, on the other hand, were more actively involved, participating in awareness-raising activities and capacity-building workshops. The inclusion of civil society contributed to a broader understanding of climate transparency mechanisms, although the sustainability of their participation may require continued engagement and support in the future.
332. The MRV system developed through the project is functional and operational, with many focal points from various sectors having successfully entered their data into the system. This system allows for the continuous tracking of emissions, adaptation actions, and climate finance. The centralized platform integrates data from key sectors and supports the ongoing monitoring and reporting of climate actions under the Paris Agreement.
333. Responses to Strategic Questions

- Adoption of the Enhanced Transparency Framework: the MRV system was adopted by state actors, with capacity-building initiatives supporting their integration into climate data management and reporting processes. However, the adoption of the framework by private sector stakeholders was limited due to the lack of targeted engagement and training opportunities.
 - Strengthening National Transparency Mechanisms: the project contributed to the development of national transparency mechanisms by improving institutional coordination and establishing data-sharing protocols. These measures improved the ability of national institutions to meet international reporting obligations under the Paris Agreement.
 - Adoption of New Tools by Actors: state actors adopted the MRV tools developed during the project, supported by focused capacity-building efforts. However, the private sector was less engaged, and the tools were not widely adopted outside of state institutions due to limited outreach and training.
 - Adaptations to COVID-19: the project was delayed and then adapted to the challenges posed by the COVID-19 pandemic by transitioning many activities to virtual platforms. This allowed training and consultations to continue, though limited internet access in rural areas affected the participation of some stakeholders. Despite these challenges, most project activities were able to proceed with adjustments to timelines.
334. Overall, the project enhanced Burkina Faso's institutional and technical capacity to comply with the Enhanced Transparency Framework under the Paris Agreement. The operationalization of the MRV system and improvements in data-sharing protocols supported the country's ability to manage and report climate data across multiple sectors. Capacity-building initiatives played an important role in equipping state actors with the skills needed for climate transparency, although the private sector's participation was limited.
335. The MRV system is functional, with data being entered by sectoral focal points, indicating the system's operational status. However, ensuring the long-term sustainability of the system will require ongoing technical support and training, particularly for the private sector and civil society actors. In any case, there is also a need for permanent training options for civil servant on climate transparency. Continuous updates and maintenance will also be necessary to align the system with evolving international standards for climate reporting. Additional efforts to engage all stakeholders will be key to achieving a fully integrated and sustainable climate transparency framework.

B. Summary of project findings and ratings

336. The table below provides a summary of the ratings and findings discussed in Chapter V. Overall, the project demonstrates a rating of '**Satisfactory**'.

UNEP Evaluation Office Validation of Performance Ratings:

The UNEP Evaluation Office formally quality assesses (see Annex XIII) management led Terminal Review reports and validates the performance ratings therein by ensuring that the performance judgments made are consistent with evidence presented in the Review report and in-line with the performance standards set out for independent evaluations.

The Evaluation Office assesses a Terminal Review report in the same way as it assesses the initial draft of a Terminal Evaluation report. It applies the following assumptions in its validation process:

- That what is being assessed is the contents of the report and the extent to which it makes a consistent and justifiable case for the performance ratings it records.
- That the consultant has, within the report, presented all the evidence that was made available to them.
- That the Review has been based on a robust Theory of Change, reconstructed where necessary, which reflects UNEP's definitions at all levels of results.
- That the project team and key stakeholders have already reviewed a draft version of the report and provided substantive comments and made factual corrections to the Review Consultant, who has responded to them. The Evaluation Office assumes, therefore, that it has received the Final (revised) version of the report.

In this instance the Evaluation Office finds that the Report was of 'Moderately Satisfactory' quality. The overall project performance rating is validated at the '**Satisfactory**' level.

Below is the summary of project findings and ratings²²

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
Strategic Relevance	The project's focus on enhancing climate transparency through an MRV system directly supports Burkina Faso's climate objectives. By implementing systems for tracking emissions and reporting on NDC progress, the project aligns with international climate transparency standards. It also reinforces national efforts to reduce emissions across critical sectors. Through its design, the project addresses UNEP's goal of improving data accuracy in climate action, contributing to both national and global priorities in emissions management	Highly Satisfactory	The rating is validated.	Highly Satisfactory
1. Alignment to UNEP MTS, POW and strategic priorities	This project supports UNEP's Medium-Term Strategy (MTS) by enabling structured climate monitoring systems. UNEP's POW focuses on strengthening countries' capacities for environmental governance, and the MRV system created aligns with these goals. The project's contribution to enhancing Burkina Faso's reporting capabilities reflects UNEP's objective of promoting transparent and accountable environmental practices, especially in emissions tracking. It aims to support climate action through long-term improvements in data handling and policy formulation	Highly Satisfactory	The rating is validated.	Highly Satisfactory
2. Alignment to Donor/Partner strategic priorities	As a GEF-funded initiative, the project aligns with the Capacity-Building Initiative for Transparency (CBIT), which emphasizes technical capacity for accurate climate data reporting. The development of the MRV system supports GEF's goal of equipping developing countries with the skills and frameworks needed for effective emissions tracking. By enabling trained personnel to manage climate data, the project helps Burkina Faso fulfil international transparency requirements, enhancing national reporting systems in line with GEF's strategic priorities	Highly Satisfactory	The rating is validated.	Highly Satisfactory

²² Most criteria will be rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability and Likelihood of Impact are rated, also on a six-point scale, from Highly Likely (HL) down to Highly Unlikely (HU) and Nature of External Context is rated from Highly Favourable (HF) to Highly Unfavourable (HU).

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
3. Relevance to global, regional, sub-regional and national environmental priorities	The project's activities support global transparency goals set by the Paris Agreement, facilitating compliance through robust data management. Regionally, it complements ECOWAS efforts to build climate resilience through improved data reporting frameworks. Nationally, the MRV system addresses Burkina Faso's specific climate challenges, focusing on sectors with high emissions. The project contributes to national climate strategies and supports Burkina Faso's international climate commitments by fostering systematic data tracking.	Highly Satisfactory	The rating is validated.	Highly Satisfactory
4. Complementarity with relevant existing interventions/coherence	The project works in conjunction with programs like the NDC Partnership's CAEP and ICAT, both of which contribute to enhancing climate data accuracy. By leveraging existing frameworks and resources, it strengthens Burkina Faso's capacity to monitor and report emissions. This collaborative approach ensures alignment with international standards and creates synergy with ongoing interventions, reinforcing the structure for transparent climate reporting within the country	Highly Satisfactory	The rating is validated.	Highly Satisfactory
Quality of Project Design	The project's design includes a logical framework that defines emissions tracking goals and desired outcomes. Although relevant to national transparency needs, the design did not initially account for potential political instability or require gender inclusion from the start. Adaptive measures were later incorporated, enhancing project flexibility. The project's structured approach to capacity building allows for targeted improvements, focusing on transparent data management and reliable reporting systems to meet Paris Agreement requirements.	Moderately Satisfactory	The rating is validated.	Moderately Satisfactory

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
Nature of External Context	Implementation occurred in a politically unstable environment, with changes in leadership and security concerns that impacted project timelines. These external factors presented challenges to engaging stakeholders consistently and maintaining planned activities. The project's adaptive management approach involved reallocating resources to accommodate disruptions. This flexibility helped mitigate some of the impacts caused by political and security-related instability, ensuring progress despite delays.	Moderately Unfavourable	The rating is revised in view of the political context (i.e., government overthrow in 2022) which significantly affected the project's operations, including multiple changes in leadership of key ministries. Furthermore, the COVID-19 pandemic, significantly hampered project operations, such as delay in the implementation of the MRV system and the procurement of necessary equipment.	Unfavourable
Effectiveness	The project achieved core outputs, including the creation of an MRV system and a climate coordination framework, which support improved emissions tracking. Training programs contributed to local expertise in data handling, though some outputs, like sectoral data-sharing protocols, experienced delays. Overall, the project made strides in strengthening Burkina Faso's reporting capacity and meeting transparency goals under the Paris Agreement, despite challenges that affected certain elements.	Satisfactory	Overall rating is validated.	Satisfactory
1. Availability of outputs	Most outputs were available to stakeholders at project completion, such as training materials and tools for sectoral reporting. While delays occurred in some initial stages, adaptive management strategies ensured essential resources were ultimately accessible. These outputs provide a foundation for continued MRV activities and allow stakeholders to maintain transparency in emissions tracking beyond the project's duration.	Satisfactory	The rating is validated.	Satisfactory
2. Achievement of project outcomes	The project's outcomes include enhanced institutional capacity in emissions tracking, with a specific focus on data accuracy and management within the Agriculture, Forestry, and Waste sectors. Training strengthened personnel skills, supporting climate data reliability. High turnover in government roles posed challenges, but MRV protocols were established to ensure continuity in data reporting, contributing to Burkina Faso's adherence to international transparency standards.	Moderately Satisfactory	The rating is validated.	Moderately Satisfactory

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
3. Likelihood of impact	By establishing an MRV system and training multiple stakeholders, the project created a framework likely to have a sustainable impact on climate transparency. Institutionalized processes and trained personnel provide continuity, ensuring that MRV practices remain in place after project completion. This institutional support helps Burkina Faso fulfil its obligations for climate data accuracy, supporting long-term transparency in emissions reporting.	Likely	The rating is validated.	Likely
Financial Management	The project managed finances in line with UNEP's policies, with transparent documentation of expenditures and adjustments. Although initial disbursement delays impacted some activities, budget reallocations were made to prioritize critical needs in training and system development. These adjustments enabled the project to use resources efficiently, supporting project goals while maintaining accountability and adherence to UNEP's financial management standards.	Satisfactory	The rating is corrected in accordance with Evaluation Office guidance and the weighted rating approach used which awards an overall 'Highly Satisfactory' based on the ratings awarded for the three sub-criteria.	Highly Satisfactory
1. Adherence to UNEP's financial policies and procedures	UNEP's financial policies guided project financial management, with budget adjustments implemented as necessary to meet project needs. Transparent practices in fund allocation and procurement aligned with UNEP standards, ensuring that expenditures were well-documented. Compliance with UNEP's policies supported resource accountability, building stakeholder confidence in the project's financial oversight.	Satisfactory	The rating is validated.	Satisfactory
2. Completeness of project financial information	Comprehensive financial information was maintained, with detailed records on budget allocations, expenditures, and any necessary adjustments. Regular updates on financial matters allowed for clear tracking of resources, meeting UNEP's standards for transparency and accountability. This completeness ensured that stakeholders could monitor the allocation of funds effectively, supporting UNEP's accountability guidelines.	Highly Satisfactory	The rating is validated.	Highly Satisfactory
3. Communication between finance and project management staff	Regular communication between finance and project management facilitated budget planning, fund disbursement, and timely resolution of any issues. Although some activities experienced delays due to the approval process, coordination between teams enabled adaptive financial management. This collaboration ensured that essential activities were prioritized, supporting the efficient and transparent use of project funds.	Satisfactory	The rating is validated.	Satisfactory

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
Efficiency	Despite facing initial delays due to administrative and contextual challenges, the project maintained efficiency through adaptive management. Flexible resource allocation allowed the project to prioritize activities essential to the development of the MRV system, such as technical training sessions and system setup. These adaptive measures helped mitigate the impact of early bottlenecks, ensuring that key outputs were delivered on time and with minimal disruption to core objectives related to transparency and reporting.	Moderately Satisfactory	<p>The rating is revised.</p> <p>Efficiency was affected as the project had two formal revisions which were justified reflecting many changes made in work plans and to allow for reallocation of funds to facilitate the delivery of critical outputs within the extended project duration.</p>	Moderately Unsatisfactory
Monitoring and Reporting	Monitoring mechanisms were built into the project's structure, allowing for ongoing evaluation of activities and alignment with project objectives. These mechanisms included regular reviews to assess progress and adjust plans where necessary. Reporting provided a clear overview of achievements and challenges, creating accountability and transparency in project execution. This continuous tracking contributed to timely adaptations, helping the project remain on course despite various external disruptions.	Satisfactory	The overall rating is validated.	Satisfactory
1. Monitoring design and budgeting	The project's monitoring plan incorporated specific budget allocations for tracking implementation, allowing resources to be dedicated to evaluating progress. This budget supported periodic assessments to address emerging challenges and measure outputs against project goals. Structured monitoring and budgeting ensured that the project's finances and activities remained aligned with the transparency goals, supporting efficient use of resources.	Satisfactory	The rating is validated.	Satisfactory
2. Monitoring of project implementation	Monitoring was actively conducted throughout project implementation, tracking adherence to timelines and assessing effectiveness. Adjustments were made based on regular evaluations, helping the project adapt to changing circumstances. This proactive approach to monitoring allowed the project team to identify issues early, ensuring a consistent focus on meeting MRV objectives and maintaining accountability for results.	Satisfactory	The rating is validated.	Satisfactory

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
3. Project reporting	The project adhered to a comprehensive reporting structure, with regular documentation detailing progress, challenges, and financial management. Reports included updates on implementation adjustments, providing transparency in project activities and expenditures. This systematic reporting facilitated communication among stakeholders and ensured that the project's alignment with transparency goals was consistently documented and communicated.	Satisfactory	The rating is validated.	Satisfactory
Sustainability	By integrating MRV practices into national frameworks, the project promotes long-term sustainability of transparency initiatives. The institutionalization of MRV roles within relevant ministries and agencies suggests that these systems will continue to function post-project. Additionally, training sessions conducted with stakeholders enhance the likelihood that the skills required for MRV management will be maintained, supporting Burkina Faso's ongoing climate reporting obligations.	Likely	The overall weighted rating is adjusted to Moderately Likely consistent with the Evaluation Office guidance that Sustainability is aggregated to the lowest performance sub-criterion, as they are considered to be mutually-limiting conditions.	Moderately Likely
1. Socio-political sustainability	Given the political changes during project implementation, the project sought to build resilience by formalizing MRV responsibilities within stable institutional structures. This approach helps mitigate the impact of leadership changes on transparency initiatives. Embedding MRV responsibilities within government institutions increases the likelihood of sustained support, ensuring that transparency practices can continue independent of shifting political contexts.	Likely	The rating is validated.	Likely
2. Financial sustainability	The project established MRV capabilities that are anticipated to be financially sustainable, as technical capacity was developed and institutional support mechanisms were put in place. The project's outcomes create a foundation that could attract further financial support from external donors, which would help sustain the MRV system. The MRV practices introduced are expected to continue without requiring substantial additional funding, supporting Burkina Faso's climate transparency efforts.	Likely	The rating is revised. Project outcomes have a high dependency on future funding / financial flows to persist. However, there is no indication of funding that has already been secured or in the process of being secured from GCF or GGGI nor is there indication of an exit/ follow-up strategy.	Moderately Likely

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
3. Institutional sustainability	Institutional sustainability is promoted by the creation of training materials, MRV protocols, and established roles across government sectors. The ongoing involvement of multiple ministries supports continuity, ensuring that MRV practices are embedded within Burkina Faso's institutional frameworks. There remains potential to further enhance sustainability by integrating these practices at sub-national levels, increasing resilience across administrative structures and ensuring that transparency efforts are maintained.	Moderately Likely	The rating is validated.	Moderately Likely
Factors Affecting Performance	Political instability and the COVID-19 pandemic significantly influenced the project's performance, impacting timelines and stakeholder engagement. The project adapted by reallocating resources and revising activities to mitigate delays caused by these disruptions. Despite these obstacles, the project maintained focus on core transparency goals, highlighting its capacity to respond flexibly to external challenges.	Satisfactory	The rating is corrected in accordance with the weighted rating used which awards an overall 'Highly Satisfactory' based on the ratings awarded for the sub-criteria.	Highly Satisfactory
1. Preparation and readiness	Preparatory assessments identified MRV needs, particularly in Agriculture, Forestry, and Waste sectors, which were critical to Burkina Faso's transparency goals. Initial project planning could have included broader stakeholder engagement to enhance readiness, especially among civil society and gender-focused groups. Early involvement of diverse stakeholders might have further strengthened project buy-in and streamlined implementation.	Highly Satisfactory	The rating is validated.	Highly Satisfactory
2. Quality of project management and supervision	Project management adapted to external challenges, coordinating with stakeholders to provide ongoing oversight. Adaptive management practices ensured that critical activities proceeded, despite contextual disruptions. Enhanced supervision during early stages could have mitigated delays and strengthened the project's readiness to address potential obstacles related to administrative processes and stakeholder turnover.	Satisfactory	The rating is validated.	Satisfactory

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
2.1 UNEP/Implementing Agency:	UNEP's involvement provided consistent technical guidance and strategic support, ensuring alignment with transparency objectives. UNEP's role in adapting project plans to evolving needs demonstrated effective implementation oversight, helping the project navigate external challenges. Their engagement was instrumental in maintaining the project's focus on MRV goals and ensuring compliance with standards for project management.	Highly Satisfactory	The rating is validated.	Highly Satisfactory
2.2 Partners/Executing Agency:	Partner agencies provided support aligned with UNEP's transparency goals, ensuring that project activities were executed according to planned objectives. Some initial delays due to political instability impacted certain aspects of coordination. Increased early engagement and flexibility from partners could have supported a more responsive approach, helping to manage project risks more effectively during initial implementation.	Satisfactory	The rating is validated.	Satisfactory
3. Stakeholders' participation and cooperation	The project facilitated collaboration among diverse stakeholders, including government agencies, academia, and civil society, creating a broad foundation for climate transparency. This inclusive approach enhanced project support and stakeholder buy-in, fostering long-term commitment to MRV practices. Through sustained cooperation, the project contributed to a cohesive framework that supports data-driven climate action.	Highly Satisfactory	The rating is revised. The project made strong progress in stakeholder engagement in building capacity across various sectors. The project provided opportunities for peer exchange and learning allowing sharing of best practice and lessons learned. However, no links to poverty alleviation, livelihoods or 'positive effects on equity' regarding the project's stakeholder engagement was demonstrated.	Satisfactory
4. Responsiveness to human rights and gender equality	Initial project planning included limited gender considerations, which were later incorporated into MRV-related activities. Aligning with UNEP's policies on gender and human rights, the project adjusted its approach to include gender-focused elements. Further integration of gender mainstreaming from the outset could have enhanced alignment with UNEP's inclusivity standards, strengthening the overall impact on gender responsiveness.	Moderately Satisfactory	The rating is validated.	Moderately Satisfactory

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
5. Environmental and social safeguards	The project adhered to UNEP's guidelines for environmental and social safeguards, ensuring that climate policies did not adversely impact vulnerable communities. Social considerations were incorporated into the MRV framework, addressing environmental impacts comprehensively. These safeguards supported the project's alignment with UNEP's standards for ethical project management, helping to balance climate objectives with social responsibility.	Highly Satisfactory	The rating is validated.	Highly Satisfactory
6. Country ownership and driven-ness	National ownership was demonstrated through government engagement in MRV activities, with participation from multiple ministries supporting implementation. This commitment indicates sustained interest in maintaining the transparency systems introduced by the project. Ongoing engagement across different administrative levels will be essential to ensure continuity and alignment with climate reporting objectives.	Satisfactory	The rating is validated.	Satisfactory
7. Communication and public awareness	While communication was effective within the network of engaged stakeholders, public awareness efforts on the MRV system's role in climate transparency could be expanded. Broader public engagement would help to increase understanding and support for MRV activities among the general population, fostering a culture of transparency that aligns with national climate objectives and enhances public commitment to climate action.	Moderately Satisfactory	The rating is validated.	Moderately Satisfactory
Overall Project Performance Rating	The project achieved its main transparency objectives, delivering the MRV system and providing foundational capacity for emissions tracking. Performance strengths included adaptability to contextual challenges, strong stakeholder engagement, and alignment with UNEP and GEF goals. Although external disruptions caused some delays, the project maintained focus on delivering core outputs, resulting in an overall satisfactory performance rating.	Satisfactory	The overall performance rating is validated.	Satisfactory

Table 6: Summary of project findings and ratings²³

²³ Most criteria will be rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability and Likelihood of Impact are rated, also on a six-point scale, from Highly Likely (HL) down to Highly Unlikely (HU) and Nature of External Context is rated from Highly Favourable (HF) to Highly Unfavourable (HU).

C. Lessons learned

Lesson Learned #1:	Early Identification of Budget Gaps Is Critical for Project Success
Context/comment:	The gap between the project budget and planned activities was not adequately addressed at the inception phase, which led to significant challenges for the Project Management Unit (PMU) in meeting the original objectives. Extensive efforts were required to coordinate with other projects and secure additional resources to cover the shortfalls. This proactive effort stretched the PMU's capacity and required continuous outreach. Future projects should ensure that budget realities are openly discussed at the planning stage, and that contingency plans are established to manage any potential shortfalls effectively. An upfront understanding of the financial landscape would allow for better alignment of resources with activities, minimizing mid-project adjustments.
Lesson Learned #2:	Follow-Up Mechanisms Are Necessary to Ensure Training Impact
Context/comment:	While the project conducted multiple training workshops across various sectors, insufficient follow-up mechanisms were in place to assess whether the trainees were applying the knowledge they gained. Without a structured process for evaluating how training was used in practice, the long-term impact of capacity-building efforts remains uncertain. Future projects should incorporate post-training evaluation processes to track the application of skills and ensure that the knowledge transfer is translating into actionable outcomes. Regular check-ins with trained stakeholders can help identify gaps in application and provide opportunities for additional support where necessary.
Lesson Learned #3:	Private Sector Involvement Requires Targeted Strategies and Gender Inclusion
Context/comment:	The project encountered difficulties in effectively engaging the private sector (to a lesser extent with NGOs), largely due to limited workshops and insufficient explanations of the relevance of climate transparency to businesses. Furthermore, the gender strategies implemented within the project did not fully extend to the private sector, leaving a gap in inclusive participation. A more targeted approach, with clearer communication and specific incentives tailored for the private sector, is required in future projects. This should include gender-sensitive outreach strategies that also engage private sector actors, ensuring that both men and women within businesses are equally involved in climate transparency initiatives.

Lesson Learned #4:	Simplicity of the MRV System Can Drive Focal Point Engagement
Context/comment:	The decision to implement a simple MRV system, based on freeware and the manual upload of raw data, was key to ensuring that the system remained user-friendly and accessible to stakeholders across various sectors. This simplicity helped reduce the workload for focal points and ensured that they remained engaged without being overwhelmed by technical complexities. As a result, the MRV system was fully functional, with regular data entry and updates. Future projects should maintain this approach, ensuring that while the system meets all transparency standards, it is not overly complex, which could discourage engagement from stakeholders.

Lesson Learned #5:	Engaging High-Level Management Enhances Focal Point Effectiveness
Context/comment:	Focal points often lacked the authority and autonomy to fully implement climate transparency measures because their supervisors were not sufficiently informed about the importance of these issues. This resulted in limited capacity for focal points to take decisive action within their respective organizations, reducing the project's overall impact on institutional climate transparency. To address this, structured engagement with higher-level management is critical for future projects. When senior leadership within ministries and relevant sectors is fully involved and made aware of the stakes, they are more likely to support the work of focal points and prioritize climate transparency initiatives. While this was addressed early on during implementation, engaging senior leadership early in the process and all along project implementation will help ensure that climate transparency becomes an institutional priority across various sectors. This not only empowers focal points but also enables them to implement climate actions more effectively, with the necessary backing from decision-makers, thus embedding climate goals into the broader institutional framework.

Lesson Learned #6:	Addressing Budget and HR Constraints with Adaptive Budgeting and Complementary Project Support Leads to Significant Achievements
Context/comment:	Despite facing budget constraints and working with a limited human resource base, the project achieved notable outcomes, such as the successful establishment of the MRV system and key capacity-building activities. Both the PMU and consultants managed their responsibilities efficiently, but the limited resources resulted in short, theory-heavy training sessions and a lack of post-training follow-up. To overcome these limitations, the project demonstrated the importance of adaptive budgeting by reaching out to complementary projects to cover financial

	<p>shortfalls. This proactive approach helped mitigate the impact of the initial budget gap and allowed the project to meet its core objectives. Future projects should not only focus on adaptive budgeting strategies but also establish partnerships early in the project design phase to secure additional resources when necessary. Ensuring flexible budgeting mechanisms and pre-identified external support can help address financial gaps without disrupting the implementation of activities. At the same time, balancing these resource challenges with more practical, sustainable capacity-building efforts will ensure long-term success.</p>
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Lesson Learned #7:	Training Sessions Should Be Practical and Sector-Specific from the Start
Context/comment:	While sector-specific training workshops eventually improved the capacity of focal points, these sessions were introduced too late in the project. Early inclusion of practical, sector-specific training would have strengthened stakeholders' ability to implement MRV processes effectively from the outset. By focusing on practical applications early in the project lifecycle, stakeholders would have had more opportunities to apply their knowledge in real-time scenarios, reinforcing the learning process. Future projects should integrate such training at the very beginning, ensuring that stakeholders understand both the theoretical and practical aspects of climate transparency.

Lesson Learned #8:	Structured Follow-Up Enhances Long-Term Training Impact
Context/comment:	One of the key gaps in the project's training component was the lack of structured follow-up to ensure that trainees were applying the knowledge gained. Without systematic follow-up and support, it is difficult to measure the effectiveness of the training over time. Future projects should include a clear post-training support mechanism to monitor how knowledge is being applied in practice. Regular follow-up sessions, feedback mechanisms, and refresher courses could help solidify the training's long-term impact and ensure that stakeholders remain engaged in the MRV process.

D. Recommendations

Recommendation #1:	Strengthen Data Collection Mechanisms and Integrate Subnational Level
Challenge/problem to be addressed by the recommendation:	The current MRV system lacks comprehensive integration of data from the subnational level, which is essential for achieving complete and accurate climate reporting. While some data is being collected at the national level, subnational regions—especially in

	key sectors such as agriculture, forestry, and waste—remain underrepresented in the data collection process. Focal points at the regional level often lack adequate orientation and resources, resulting in inconsistent data reporting. Additionally, the limited training provided to subnational focal points has further widened the gap between national and subnational data coordination. Strengthening the integration of subnational data collection mechanisms would improve the overall quality and accuracy of climate reporting. This would also ensure that national climate policies are reflective of regional realities, particularly in areas like land use and agriculture, which have significant regional variability. Proper integration of data from subnational levels would also empower local governments to take more responsibility in tracking their climate impact, fostering stronger local ownership of climate transparency efforts.
Priority Level:	Important
Type of Recommendation	Partner
Responsibility:	Ministry of Environment, Water and Sanitation (MEEA) with support from UNEP, regional government bodies, and local climate stakeholders.
Proposed implementation time-frame:	12-18 months; a phased approach is recommended, starting with the most climate-vulnerable regions. Initial steps should include targeted training for regional focal points, creating a structured framework for subnational data collection, and developing protocols for integrating subnational data into the national MRV system. This can be followed by regular assessments to ensure that subnational data is consistent, comprehensive, and effectively feeding into national reporting mechanisms.

Cross-reference(s) to rationale and supporting discussions:

- Section A - Relevance to Global, Regional, Sub-regional and National Priorities

Recommendation #2:	Improve Institutional Capacity through Targeted Capacity Building and Long-term Training Programs
Challenge/problem to be addressed by the recommendation:	The project's training sessions were frequently reported to be too short and overly focused on theoretical concepts, without providing enough time or resources for practical application. This resulted in stakeholders gaining knowledge but lacking the ability to apply it effectively in real-world scenarios. Furthermore, the capacity-building efforts did not include long-term follow-up, which left trainees without ongoing support to solidify their understanding and effectively utilize the MRV system in their respective sectors. This issue is compounded by the frequent turnover of civil servants in key focal point positions, meaning that new appointees are often not equipped with the necessary skills to continue the work effectively. Without consistent and practical

	training, there is a risk that the institutional capacity for climate transparency will weaken over time, particularly if trained individuals leave their posts. Future training programs should be more comprehensive, with a strong focus on practical application. These programs should also include long-term follow-up mechanisms, such as periodic refresher courses and hands-on workshops, to ensure that stakeholders are equipped to use the MRV system effectively. Continuous capacity building will be critical in ensuring the sustainability of the MRV system and the ability of institutions to meet Burkina Faso's international climate reporting obligations.
Priority Level:	Critical
Type of Recommendation	Partner
Responsibility:	Ministry of Environment, Water and Sanitation (MEEA) and key sector ministries (Agriculture, Energy, Waste Management), with support from capacity-building experts.
Proposed implementation time-frame:	Within 12 months, a comprehensive long-term training strategy should be developed and implemented. This should include a series of sector-specific workshops that emphasize practical skills and regular refresher courses to ensure knowledge retention and application. Additionally, a monitoring system should be established to assess how well trainees are applying their knowledge and to identify any gaps in understanding that need further attention. This will ensure that training is not just a one-time event but part of a sustained effort to strengthen institutional capacity.

Cross-reference(s) to rationale and supporting discussions:

- Section D – Effectiveness – output 1.2

Recommendation #3:	Address Private Sector Involvement in Climate Transparency by Enhancing Awareness and Gender Inclusion
Challenge/problem to be addressed by the recommendation:	The private sector's involvement in the MRV system has been minimal, with many businesses not fully understanding the relevance or benefits of engaging in climate transparency. Sectors such as the mining industry and cement manufacturing have provided little to no data, which weakens the overall climate reporting process. Additionally, corporate social responsibility (CSR) initiatives related to climate action have not been sufficiently developed within the private sector. Furthermore, the gender mainstreaming strategies that were implemented throughout the project largely did not extend to private sector actors, resulting in underrepresentation of women in business-led climate transparency efforts. This dual challenge of insufficient private sector engagement and inadequate gender inclusion undermines the comprehensiveness and effectiveness of the MRV system.

	Private companies need to be better informed about the advantages of participating in climate transparency initiatives, particularly in terms of accessing climate finance and improving their corporate image. At the same time, it is essential that gender inclusion becomes a priority within private sector engagement, ensuring that women are equally represented and have opportunities to lead in corporate climate actions.
Priority Level:	Important
Type of Recommendation	Partner
Responsibility:	Ministry of Environment, Water and Sanitation (MEEA) in partnership with the Burkina Faso Chamber of Commerce and with potential support from business associations and gender advocacy groups.
Proposed implementation time-frame:	12 months; the first step should involve an awareness campaign targeting key private sector actors, particularly in high-emission industries such as mining and manufacturing. This campaign should highlight the importance of CSR and climate transparency, with a specific focus on how businesses can benefit from engaging with the MRV system. Gender inclusion strategies should be integrated into this process, ensuring that women in the private sector are actively involved. Regular workshops and gender-sensitive outreach programs should be conducted to improve participation from both men and women in climate transparency initiatives.

Cross-reference(s) to rationale and supporting discussions:

- Section H – Socio-political sustainability

Recommendation #4:	Stabilize Focal Points and Strengthen Long-Term Data Collection Protocols
Challenge/problem to be addressed by the recommendation:	One of the major challenges faced by the project was the high turnover rate of focal points within key ministries, which led to disruptions in the continuity of MRV processes. The frequent rotation of staff meant that newly appointed focal points often lacked sufficient training and orientation on their roles within the climate transparency process. This instability not only affected the quality and consistency of data collection but also resulted in gaps within the MRV system. In addition, focal points often did not have clear guidance or protocols on how to collect and process sectoral data, leaving them ill-equipped to support national climate transparency efforts. To ensure the long-term effectiveness of the MRV system, it is crucial to stabilize the roles of focal points and provide them with continuous, standardized training on data collection protocols. This will help maintain the consistency and quality of climate data, even when there are personnel changes.

Priority Level:	Critical
Type of Recommendation	Partner
Responsibility:	Ministry of Environment, Water and Sanitation (MEEA) with support from sectoral ministries.
Proposed implementation time-frame:	6-12 months; the project should implement a system to stabilize focal point roles, ensuring that newly appointed staff receive comprehensive training and orientation on climate transparency processes. A standardized protocol for data collection should also be developed and distributed to all focal points, ensuring that everyone is following the same procedures. Additionally, regular refresher courses should be offered to help focal points stay updated on the latest climate reporting standards and methodologies. This will help mitigate the impact of personnel turnover and ensure that the MRV system remains robust and effective over the long term.

Cross-reference(s) to rationale and supporting discussions:

- Section D, Achievement of Project Outcome

Recommendation #5:	Develop Monitoring and Follow-Up Tools for the National Adaptation Plan (NAP) and Establish a Knowledge Management System
Challenge/problem to be addressed by the recommendation:	The project did not adequately address the need for monitoring tools and follow-up mechanisms for the National Adaptation Plan (NAP), making it difficult to track the progress and effectiveness of climate adaptation efforts. In addition, there was no clear system for managing the knowledge and experience gained by focal points throughout the project. Without a proper knowledge management system, valuable insights and lessons learned risk being lost, especially given the high turnover rates among focal points. It is essential to develop a centralized knowledge management system that records the data, methodologies, and experiences accumulated during the project. This system should be accessible to all stakeholders, including those working on climate adaptation and mitigation efforts, to ensure that institutional memory is preserved and can be leveraged in future initiatives. Monitoring tools specific to the NAP are also needed to track adaptation efforts at both national and subnational levels, helping decision-makers evaluate the effectiveness of their climate resilience strategies.
Priority Level:	Important
Type of Recommendation	Partner

Responsibility:	Ministry of Environment, Water and Sanitation (MEEA) in collaboration with other sector ministries involved in the NAP.
Proposed implementation time-frame:	12 months; develop and implement monitoring and evaluation (M&E) tools that are specific to the National Adaptation Plan (NAP), with clear indicators and targets for tracking progress. Simultaneously, establish a knowledge management platform where focal points, ministries, and other stakeholders can share best practices, data, and lessons learned from the project. This platform should be continuously updated and accessible to ensure that future projects can build on the achievements and experiences of this initiative. Regular reviews of NAP progress should be conducted every 6-12 months to ensure adaptation strategies remain effective.

Cross-reference(s) to rationale and supporting discussions:

- Section H, institutional sustainability and Section D – Effectiveness – output 2.7

ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS

Page Ref	Stakeholder comment	Reviewer Response
42	Para 165, 166: this statement is factually incorrect. At design stage, the budget for component 1 was US\$ 166,750 and has remained the same after the 2 budget revisions. Same applies to Component 2 and PMC. Any budgetary reallocation made was within a given component.	Paragraph entirely reformulated; rating stays as it is; pretty shabby financial planning given the extensive issues the team had to deal with to achieve most results with insufficient financial resources

Table 7: Response to stakeholder comments received but not (fully) accepted by the reviewers, where appropriate

ANNEX II. REVIEW FRAMEWORK / MATRIX

Main review criteria/questions	Review indicators	Source of data	Methods
Criterion A: Strategic Relevance			
i. Alignment to the UNEP's Medium-Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities			
To what extent was the project aligned to the UNEP's Medium-Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities	Evidence of Climate Transparency thematic area in UNEP MTS, POW and priorities	UNEP's Medium-Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities	Documents
ii. Alignment to Donor/Partner Strategic Priorities			
To what extent was the project aligned to Donor/Partner Strategic Priorities	Evidence of Climate Transparency thematic area in priorities	<ul style="list-style-type: none"> • GEF Strategic Priorities • GoBF Strategic Priorities 	Documents
iii. Relevance to Global, Regional, Sub-regional and National Environmental Priorities			
To what extent was the project relevant to Global, Regional, Sub-regional and National Environmental Priorities	Evidence of Climate Transparency thematic area in Global, Regional, Sub-regional and National Environmental Priorities	<ul style="list-style-type: none"> • SDGs • CBIT-Global and regional initiatives 	Documents
iv. Complementarity with Relevant Existing Interventions/Coherence			
To what extent was the project complementarity with Relevant Existing Interventions/Coherent	Evidence of complementary (parallel and sequential) activities	PRODOC and periodic reports Project team	Documents Interviews
Criterion B. Quality of Project Design			
<i>The Quality of Project Design was first assessed in the Inception Report and was then reassessed as part of this Terminal Review report. Refer to section V. B. Quality of Project Design section for more details.</i>			
C. Nature of External Context			

To what extent was the implementation of the project responsive to political, legal, economic, institutional, COVID-19, changes in the country occurred during its implementation period?	Identification of political, legal, economic, Institutional and COVID-19 related changes in the country and project responsiveness	PRODOC and periodic reports Project team	Documents Interviews
D. Effectiveness			
i. Availability of outputs			
How successful was the project in delivering its outputs as per PRODOC's Results Framework?	Indicators included in the Results Framework at output level	Final report Project team CNDD	Documents Interviews
Was the quality and quantity of outputs adequate?	Number of planned/actual activities as per output Level of satisfaction of beneficiaries	Activity reports Project reports Beneficiaries Project team CNDD	Documents Interviews
How useful were the outputs for the beneficiaries?	Level of satisfaction of beneficiaries Added value of outputs for beneficiaries	Activity reports Project reports Beneficiaries Project team	Documents Interviews
Was the project successful in delivering the planned outputs in a timely manner? In case of delays, what were the reasons behind?	Identification of delays	Project reports Beneficiaries Project team CNDD UNEP	Documents Interviews
What were the reasons behind any Success/shortcomings of the project in delivering its outputs?	Identification of reasons for success/shortcomings	Project reports Beneficiaries Project team	Documents Interviews
i. Achievement of Project Outcomes			

To what degree is the project outcome contributing to the long-term effect outcomes?	(Potential) level of implementation / operationality of mechanisms that are contributing to the long-term effect outcomes	Beneficiaries Project team CNDD	Interviews
To what extent have the targets of outcome indicators been achieved?	Indicators included in the Results Framework at outcome level	Project Document Project reports	Document review Interviews
ii. Likelihood of Impact			
To what extent did the project play a catalytic role or promote scaling up and/or replication	Evidence of potential/actual catalytic role, scaling up and/or replication	Final report Project team Beneficiaries CNDD	Documents Interviews
What is the likelihood that the project may have made a substantive contribution to the long-lasting changes represented by the Sustainable Development Goals, and/or the intermediate-level results reflected in UNEP's Expected Accomplishments and the strategic priorities of funding partner?	Evidence of contribution of the results and outcome to SDGs and intermediate-level results	Last PIR / final report Beneficiaries Project team UNEP team	Interviews Documents
Strategic Q1: Did the State and non-state actors participate in the project and adopt the enhanced transparency framework arrangements under the Paris Agreement? If so, what are the key project elements that contributed to allowing them to do so? If not, what prevented them from doing so?	Evidence that State and Non-State actors adopted the ETF and reasons	CNDD Project team	Interviews
Strategic Q2: Did the project contribute to strengthening / improving transparency mechanisms of national institutions for	Evidence of strong/operational transparency mechanisms	CNDD Coordinator UNEP	Interviews

domestic and UN conventions reporting? If so, please explain how.			
Strategic Q3: Did the State and Non-State actors participating in the project adopt the new tools developed by the project? If so, what are the key project elements that contributed to allowing them to do so? If not, what prevented them from doing so?	Level of adoption of project's new tools	CNDD Coordinator UNEP	Interviews Documents
E. Financial Management			
To what extent was the financial management in line with standards and adherence to UNEP's financial management policies?	Evidence of mismanagement Use of non-standards procedures	Audit report (if any) Financial reports PIR UNEP Project team	Documents Interviews
To what extent did the financial management issues affect the timely delivery of the project or the quality of its performance?	Occurrence of implementation delays Project extensions Unplanned project activity delays/modifications	Audit report (if any) Financial reports PIR Admin/fin Specialist	Documents Interviews
To what extent did the communication issues between financial and project management staff affect the timely delivery of the project or the quality of its performance?	Evidence of COM issues within the project team and between the project team and CNDD	PIR Project team (Coordinator & Admin/fin) CNDD	Documents Interviews
F. Efficiency			
To what extent were planned activities delivered according to expected timeframes as well as whether events were sequenced efficiently?	Extent of implementation deviations from planned activities Extent of delays due to uneven sequencing of activities	Project team CNDD Annual PIR Final report	Documents Interviews

Strategic Q4: What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance?	Evidence of adaptations due to COVID-19	Coordinator UNEP CNDD	Interviews Documents
Were there any cost or time-saving measures put in place to maximise results within the secured budget and agreed project timeframe?	Evidence of cost-effective/time-saving measures	Admin/Fin and Coordinator CNDD Annual PIR	Documents Interviews
Did the project team make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities?	Evidence of collaborations to increase project efficiency	Admin/Fin and Coordinator CNDD Annual PIR	Documents Interviews
G. Monitoring and reporting			
i. Monitoring design and budgeting			
How relevant and appropriate were the project indicators as well as the methods used for tracking progress?	Evidence of indicator change Extent to which indicators are actually SMART	Project team CNDD Annual PIR Final report	Documents Interviews
How qualitative was the monitoring plan design	Extent to which the monitoring plan was effective	Admin/Fin and Coordinator CNDD Annual Plans	Documents Interviews
Was the monitoring plan budget spent in accordance with actual needs?	Evidence of modifications of monitoring plan budgeting	Annual plans & revisions Project team PIR	Documents Interviews
ii. Monitoring of project implementation			
How operational was the monitoring system	Evidence of monitoring reports	Reports Coordinator CNDD	Documents Interviews

To what extent did the project gather relevant and good-quality baseline data	Evidence of baseline database Evidence of baseline data use to assess project progress	PIR Coordinator	Documents Interviews
To what extent was the monitoring plan data qualitative enough to be useful to adapt and improve project implementation	Relevance of monitoring data for project implementation	PIR Coordinator CNDD	Documents Interviews
GEF Portal question 1: What was the performance at the project's completion against Core Indicator Targets? (For projects approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided).	Core Indicator Targets identified retrospectively	M&E system Progress Reports, PIRs UNEP Project staff	Documents Interviews
iii. Project reporting			
To what extent UNEP and donor reporting commitments have been fulfilled?	Identified anomalies in reporting commitments/documents	UNEP CNDD Coordinator	Interviews
H. Sustainability			
i. Socio-political sustainability			
To what extent did social or political factors support the continuation and further development of the benefits derived from project outcomes?	Evidence of support for further development of project's benefits	Final report Coordinator CNDD	Documents Interview
To what extent is the level of ownership, interest and commitment among government and other stakeholders?	Evidence of project results' ownership among government and other stakeholders	Beneficiaries Coordinator CNDD	Interviews

To what extent are individual capacity development efforts likely to be sustained?	Evidence of behaviour change among individuals (beneficiaries)	Beneficiaries Coordinator CNDD	Interviews
ii. Financial sustainability			
To what extent project outcomes are dependent on future funding for the benefits they bring to be sustained?	Evidence that outcomes are been self-sustained through beneficiaries	Beneficiaries Coordinator CNDD	Interviews
iii. Institutional sustainability			
To what extent is the sustainability of project outcomes dependent on issues relating to institutional frameworks and governance?	Evidence that project impact relies on effective institutional frameworks and governance	CNDD Coordinator Final report	Interviews Documents
To what extent are institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. robust enough to continue delivering the benefits associated with the project outcomes after project closure?	Level of empowerment of institutional achievements	CNDD Beneficiaries Project team	Interviews
I. Factors affecting project performance and cross-cutting issues			
i. Preparation and readiness			
Were appropriate measures taken to either address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilization?	Evidence of design changes between project approval, the securing of funds and project mobilization?	PRODOC UNEP CNDD	Interviews Documents

What was the extent and quality of engagement of the project team with all the relevant stakeholder groups?	Level of satisfaction of stakeholders' groups vis-vis the project team	Beneficiaries Project team CNDD	Interviews
ii. Quality of project management and supervision			
To which extent the flow of information within project staff, PSC, project partners was conducive to achieve project results?	Evidence of issues with information flows between stakeholders (delays, misunderstandings...)	PIR Project team CNDD	Interviews Documents
To what extent was the role of the implementing and executive agencies conducive to achieving project results? Were the efforts put in place by the two agencies relevant?	Evidence of role and responsibility issues /constraints that affected project implementation	PIR Project team CNDD UNEP	Interviews Documents
Did the PSC provide effective leadership to achieve project results?	Evidence that PSC decisions were challenged by project team/executing agency	PSC members UNEP Final report PIR	Interviews Documents
Were adaptive management measures necessary and appropriate to achieve project results?	Evidence of measures that significantly altered project planning for improved implementation	PIR Coordinator and Admin/Fin CNDD	Interviews Documents
iii. Stakeholders' participation and cooperation			
To which extent the project developed and leveraged the necessary and appropriate partnerships with stakeholders to achieve project results?	Evidence of partnerships for leverage and project development	PIR CNDD Coordinator	Interviews Documents
How was the quality and effectiveness of all forms of communication and consultation with stakeholders	Awareness-raising levels of stakeholders' communication and consultation	Project team CNDD Beneficiaries	Interviews Documents

How inclusive and participatory was the project?	Change in gender participation start/end of project timeframe)	PIR Project team	Interviews Documents
GEF Portal question 2: What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program? (This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval)	Identification of progress, challenges and outcomes regarding engagement of stakeholders in the project/program	PIRs Beneficiaries UNEP Project team	Interviews Documents
iv. Responsiveness to human rights and gender equality			
To which extent cross cutting issues including human rights and gender equality were adequately considered in project design and implementation?	Change in gender participation start/end of project timeframe)	PIR Project team	Interviews Documents
GEF Portal question 3: Were the completed gender-responsive measures and, if applicable, actual gender result areas? (This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent)	Identification of gender-responsive measures and gender result areas	PIRs Beneficiaries UNEP Project team	Interviews Documents
v. Environmental and social safeguards			
To what extent did the project adhere to the environmental and social safeguards laid out in UNEP policy?	Evidence of SESP amendments during implementation	PIR Project Coordinator	Interviews Documents

GEF Portal question 4: What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. (Any supporting documents gathered by the Consultant during this review should be shared with the Task Manager for uploading in the GEF Portal)	Identification of measures implemented against the Safeguards Plan submitted at CEO Approval	PIRs UNEP Project team	Interviews Documents	
vi. Country ownership and driven-ness				
Have project partners and/or other relevant parties been building on project achievements?	Evidence of project achievements' empowerment	Project team PIR CNDD	Interviews Documents	
vii. Communication and public awareness				
Where project communication and public awareness tools relevant and effective to support the achievement of project results?	Evidence of relevance and effectiveness of project communication and public awareness tools	Project team PIR CNDD	Interviews Documents	
To what extent did the communication and public awareness affect project delivery or the quality of its performance?	Extent to which the communication and public awareness affected project delivery or the quality of its performance	Project team PIR CNDD	Interviews Documents	

GEF Portal question 5²⁴: What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g., website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions? (This should be based on the documentation approved at CEO Endorsement/Approval)	Identification of challenges and outcomes	PIRs Beneficiaries UNEP Project team	Interviews Documents
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²⁴ Portal question 6 on main findings will be answered in the main report

ANNEX III. PEOPLE CONSULTED DURING THE REVIEW

Institution	First name	Family name	Position	Role in the project	Gender
DGESS Water, Ministry of Environment	David Youlerafo	BADOUN	Head of Studies and Statistics	Beneficiary	M
Chemistry Laboratory, Ouagadougou University	Antoine	BERE	Researcher-Professor	Beneficiary	M
ONEA	N. Isai	BOMBIRI	Focal Point	Beneficiary	M
Plant Ecology Laboratory, Ouagadougou University	Loyapin	BONDE	Researcher-Professor	Beneficiary	M
Ministry of Environment	Nafissatou	BONKOUYOU	Analyst, Policies and Sustainable Development Unit	Beneficiary	F
	Mominata	COMPAORE	Facilitation and Institutional Development Consultant	Beneficiary	F
SP-CNDD, Ministry of Environment	Alain	COMBASSERE	Project Coordinator	Coordinator	M
UNEP	Hassan	COULIBALY	Programme Assistant	Staff	M
SNV	Lin Tierbo	DAN	Programme Specialist	Beneficiary	M
GGGI project, Ministry of Agriculture	Harouna	DERA	Sanitation project Assistant	Consultant	M
	Moussa	DIOP	MRV Consultant	Consultant	M
Ministry of Environment	Oumtata	DJENEBA	ONDD Focal Point	Beneficiary	M
PNB-BF programme, Ministry of Agriculture, Livestock and Fisheries	Soma	DOTHIE	Private Sector Development Officer	Beneficiary	M
SP-REDD+, Ministry of Environment	Sawadogo	GUESWINDE	MRV Platform and AFOLU Specialist	Beneficiary	M
	Pouahoualbou Joël Awouhidia	KORAHIRE	AFAT Sector Adaptation Consultant	Consultant	M
UNEP	Julien	LHEUREUX	Programme Officer	Staff	M
	Tasseré	NAKANABO	NAP and NDC Junior Consultant	Consultant	M
REDD+ Permanent Secretariat, Ministry of Environment	Guy S.	OUEDRAOGO	Permanent Secretary	Beneficiary	M
Ministry of Environment	Yamba	OUEDRAOGO	Unit Chief, Monitoring, Measurement, and Data Valorization	Beneficiary	M

	Basile	OUEDRAOGO	Climate Finance Consultant	Consultant	M
National Ozone Unit, Ministry of Environment	Etienne	OUEGRAOGO	Environmental Inspector	Beneficiary	M
Renewable Energy Agency	Nafissatou	SALAMBERE	Head of M&E and Planning	Beneficiary	F
National Ozone Unit, Ministry of Environment	Roland B.	SANOU	Environmental Inspector	Beneficiary	M
	Mohamoudou	SAVADOGO	Climate Change and Gender Consultant	Consultant	M
	Hamidou	SAVADOGO	MRV Consultant	Consultant	M
	A. W. Estelle	SAWADOGO GOUNGOUNGA	Administrative and Financial Manager	Consultant	F
	Idrissa	SEMDE	NDC/NAP Consultant	Consultant	M
PNB-BF programme, Ministry of Agriculture, Livestock and Fisheries	W. Serge	SOMDA	Head of Agriculture Extension Program	Beneficiary	M
SP-CNDD, Ministry of Environment	Lassina	SOURGOU	Ramsar Convention Focal Point	Beneficiary	M
GGGI project, Ministry of Environment	Bada Gilbert	YELEMOU	Climate Governance Officer	Beneficiary	M
National Ozone Unit, Ministry of Environment	Warence	YOUSOUFI	Deputy Environmental Inspector	Beneficiary	M
INSD, Ministry of Economy, Finance and Prospective	Wilfrid	ZONGO	Research, Studies and Methodological Studies Unit Chief	Beneficiary	M
	Rémi	ZOUGOURI	Communication Consultant	Consultant	M
	Benewindé Jean- Bosco	ZOUGRANA	Emission Factors Consultant	Consultant	M
SPONG	Amadou	ZOUGRANA	Head of M&E and Training	Beneficiary	M

Table 8: People consulted during the Review

ANNEX IV. KEY DOCUMENTS CONSULTED
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Project planning and reporting documents

- Project Implementation Reports: 2021, 2022, 2023 and 2024
- Half Yearly Progress Reports: S2 2020, S2 2021, S2 2022, and S2 2023
- Steering Committee Meeting Minutes: inception workshop, 4 SCM (2020, 2021, 2023, 2024)
- Final Project Report (2024)

Project outputs

<https://www.mrv-burkina.bf/>

Financial Reports

- Independent Audits: 2020-2021, 2022
- Expenditure reports: 2020 Q3, Q4 ; 2021 Q1, Q2, Q3, Q4; 2022 Q1, Q2, Q3, Q4; 2023 Q1, Q2, Q3, Q4 ; 2024 Q1
- Co-finance letters and report
- Final statement of accounts
- Cash advances
- Inventories 2020, 2021, 2022, 2023

Project outputs work package

- Output 1.1: décret n°2024-0305; Points focaux PNA CDN; Rapport Diagnostic
- Output 1.2 Atelier Assemblée Législative de Transition; Atelier d'information des Secrétaires Généraux; Ateliers de formation système MRV 2021, 2022; Atelier de formation des Points Focaux sur la plateforme MRV
- Output 1.3: modules de formation AFAT, PIUP, énergie, déchets ; rapport de synthèse de formation des points focaux
- Output 1.4: Gender plan, communication plan, strategy on climate transparency
- Output 2.1: Rapport analytique sur les pratiques actuelles et les lacunes en matière de collecte, de traitement et de diffusion des données climatiques et des Inventaires de gaz à effet de serre
- Output 2.2: Rapport test evaluation plateforme MRV-BF, Rapport de mise en ligne de la plateforme MRV

- Output 2.3: Protocoles de collaboration LABEV et INERA, Rapport intermédiaire SPCNDD-LPCE-09nov2023, TDR réalisation protocole Déchets-SPCNDD-LPCE, Guide Méthodologique FE Foresterie, Guide Méthodologique FE Agriculture, Guide Méthodologique Facteurs Emission GES Déchets, Guide Méthodologie Facteurs Emission Elevage,
- Output 2.4: Compte Rendu de l'atelier de formation des autorités locales sur le système MRV, Rapport Formation MRV 09-10dec CBIT, Atelier formation autorités locales sur le système MRV, Rapport Formation MRV 02-03 dec 21 CBIT, Rapport Formation MRV 03 fev 2022, Rapport intermédiaire SPCNDD-LPCE-09nov2023, Rapport Formation MRV 03 fev 2022 CBIT
- Output 2.5: Atelier sous régional CBIT-Note conceptuelle-VF, Mise en place du cadre de transparence climatique BF, Rapport Atelier sous-régional CBIT
- Output 2.6: Projection des risques climatiques
- Output 2.7: Plan d'Investissement de la Contribution Déterminée au niveau national du Burkina Faso, PNA version définitive, Rapport atelier caractérisation indicateurs CDN
- Output 2.8: CN Scaling up Solar Energy Burkina Faso, Concept-note Project PRA, Rapport Provisoire état des lieux des financements climatiques au Burkina Faso, Rapport Provisoire Financement national du climat

Reference documents

- Project Document (ProDoc) approved by GEF
- CEO MSP Approval Letter

ANNEX V. REVIEW ITINERARY

Date	Location	First name	Family name	Position	Institution
18/06	Virtual	Julien Hassan	L'HEUREUX COULIBALY	Programme Officer Programme Assistant	UNEP
19/06	Virtual	Nebnoma Alain	COMBASSERE	Project Coordinator	
20/06	Virtual	Moussa	DIOP	MRV Consultant	
20/06	Virtual	Idrissa	SEMDE	NDC/NAP Consultant	
25/06	Virtual	Pouahoualbou Joël Awouhidia	KORAHIRE	AFAT Sector Adaptation Consultant	
26/06	Virtual	Momûinata	COMPAORE	Facilitation and Institutional Development Consultant	
	Virtual	Rémi	ZOUGOURI	Communication Consultant	
	Virtual	Mohamoudou	SAVADOGO	Climate Change and Gender Consultant	
01/07	Ouagadougou	Lassina	SOURGOU	Ramsar Convention Focal Point	SP-CNDD, Ministry of Environment
		A. W. Estelle	SAWADOGO GOUNGOUNGA	Administrative and Financial Manager	
		Oumtata	DJENEBA	ONDD Focal Point	Ministry of Environment
		Rémi	ZOUGOURI	Communication Consultant	
		Sawadogo	GUESWINDE	MRV Platform and AFOLU Specialist	SP-REDD+, Ministry of Environment
02/07		N. Isai	BOMBIRI	Focal Point	ONEA
		Etienne Roland B. Warence	OUEGRAOGO SANOU YOUSOUFI	Environmental Inspector Environmental Inspector Deputy Environmental Inspector	National Ozone Unit, Ministry of Environment
		Nafissatou	BONKOUGOU	Analyst, Policies and Sustainable Development Unit	Ministry of Environment
		Guy S.	OUEDRAOGO	Permanent Secretary	REDD+ Permanent Secretariat, Ministry of Environment
		Wilfrid	ZONGO	Research, Studies and Methodological Studies Unit Chief	INSD, Ministry of Economy, Finance and Prospective
		Benewindé Jean-Bosco	ZOUGRANA	Emission Factors Consultant	WASCAL

03/07	Lin Tierbo	DAN	Programme Specialist	SNV
	Loyapin	BONDE	Researcher-Professor	Plant Ecology Laboratory, Ouagadougou University
	Tasseré	NAKANABO	NAP and NDC Junior Consultant	ONDD
	Yamba	OUEDRAOGO	Unit Chief, Monitoring, Measurement, and Data Valorization	Ministry of Environment
	Antoine	BERE	Researcher-Professor	Chemistry Laboratory, Ouagadougou University
	Hamidou	SAVADOGO	MRV Consultant	
04/07	Basile	OUEDRAOGO	Climate Finance Consultant	
	Nafissatou	SALAMBERE	Head of M&E and Planning	Renewable Energy Agency
05/07	David Youlerafo	BADOUN	Head of Studies and Statistics	DGESS Water, Ministry of Environment
	Amadou	ZOUGRANA	Head of M&E and Training	SPONG
	W. Serge Soma	SOMDA DOTHIE	Head of Agriculture Extension Program Private Sector Development Officer	PNB-BF programme, Ministry of Agriculture, Livestock and Fisheries
	Harouna Bada Gilbert	DERA YELEMOU	Sanitation project Assistant Climate Governance Officer	GGGI project, Ministry of Agriculture GGGI project, Ministry of Environment
	Nebnoma Alain	COMBASSERE	Project Coordinator	Ministry of Environment

ANNEX VI. PROJECT BUDGET AND EXPENDITURES

Funding source	Planned funding	% of planned funding	Secured funding	% of secured funding
All figures as USD				
Cash				
Funds from the Environment Fund				
Funds from the Regular Budget				
Extra-budgetary funding (listed per donor):				
• GEF:	1,180,000		1,180,000	
Sub-total: Cash contributions	1,180,000		1,180,000	
In-kind				
Environment Fund staff-post costs				
Regular Budget staff-post costs				
Extra-budgetary funding for staff-posts (listed per donor)				
Sub-total: In-kind contributions				
Co-financing*				
Co-financing cash contribution	80,000		0	
Co-financing in-kind contribution	70,000		140,000	
Sub-total: Co-financing contributions	150,000		140,000	
Total	1,330,000		1,320,000	

*Funding from a donor to a partner which is not received into UNEP accounts, but is used by a UNEP partner or collaborating centre to deliver the results in a UNEP-approved project.

Table 9: Project Funding Sources Table

Component/sub-component/output All figures as USD	Estimated cost at design	Actual Cost / expenditure
Project Component 1	166,750	147,471
Project Component 2	906,750	848,803
PMC	106,500	105,848
Total	1,180,000	1,102,122

Table 10: Expenditure by Component

ANNEX VII. FINANCIAL MANAGEMENT

Financial management components:		Rating	Evidence/ Comments
1. Adherence to UNEP's policies and procedures:		HS:HU	S
Any evidence that indicates shortcomings in the project's adherence ²⁵ to UNEP or donor policies, procedures or rules		Yes/No	Yes: the 2022 audit highlighted an issue with unsubstantiated medical expense payments (around 565 US\$)
2. Completeness of project financial information:			
Provision of key documents to the reviewer (based on the responses to A-H below)		HS:HU	HS
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes/No or N/A	Yes – at design, both the GEF budget and co-finance cost costs tables arranged by budget line for each component and PMC costs.
B.	Revisions to the budget	Yes/No or N/A	Yes – Budgets rev1 and rev2 were provided
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes/No or N/A	Yes – all relevant legal agreements provided
D.	Proof of fund transfers	Yes/No or N/A	Yes – cash advance confirmation provided
E.	Proof of co-financing (cash and in-kind)	Yes/No or N/A	Yes – annual co-finance reports and co-finance letters provided.
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	Yes/No or N/A	Yes – quarterly expenditure reports provided by budget line for all relevant reporting periods; final report provided as well
G.	Copies of any completed audits and management responses (<i>where applicable</i>)	Yes/No or N/A	Yes – copies of independent financial audits provided.
H.	Any other financial information that was required for this project (list):	Yes/No or N/A	No
3. Communication between finance and project management staff		HS:HU	S
Project Manager and/or Task Manager's level of awareness of the project's financial status.		HS:HU	HS; good communication with the Admin-Fin Manager
Fund Management Officer's knowledge of project progress/status when disbursements are done.		HS:HU	S

²⁵ If the Review raises concerns over adherence with policies or standard procedures, a recommendation maybe given to cover the topic in an upcoming audit, or similar financial oversight exercise.

Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.	HS:HU	MS
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.	HS:HU	S
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the review process	HS:HU	S
Overall rating		Satisfactory

ANNEX VIII. COMMUNICATION AND OUREACH TOOLS

None

ANNEX IX. BRIEF CV OF THE REVIEWER

Name Vincent LEFEBVRE

Profession	Agronomist
Nationality	Belgian
Country experience	<ul style="list-style-type: none"> • Europe: Belgium • Africa: Angola, Benin, Botswana, Burkina Faso, Cabo Verde, Cameroon, Chad, Democratic Republic of the Congo, Republic of the Congo, Eritrea, Ethiopia, Gabon, Guinea, Guinea-Bissau, Ivory Coast, Malawi, Mali, Mauritania, Mauritius, Mozambique, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, Tanzania, Togo, Uganda, Zambia • Americas: Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Grenada, Haiti, Honduras, Mexico, Peru, Uruguay • Asia: Cambodia, Laos, Tajikistan, Thailand, Timor-Leste, Uzbekistan, Vietnam • Oceania: Fiji, Kiribati, Marshall Islands, Micronesia, Nauru, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu, Cook Islands, Niue, Tokelau
Education	<ul style="list-style-type: none"> • Tropical Agriculture Engineer

Vincent Lefebvre is an environmental and climate change specialist with over 25 years of international experience in project management, evaluation, and technical audits. Born on October 19, 1967, in Belgium, he holds a Master's degree in Agronomy from the Université Catholique de Louvain, with further qualifications in Business Administration and Communication for Environmental Protection. Proficient in several languages, including French, English, Portuguese, Spanish, and Dutch, he has worked extensively across Africa, Latin and Central America, the Caribbean region, Central Asia, Southeast Asia, and the Pacific.

Key specialities and capabilities cover Project formulation, monitoring, and evaluation (M&E), Climate change mitigation and adaptation strategies, Sustainable land and water management, Biodiversity conservation and natural resource governance, Agro-forestry, climate-smart agriculture, and renewable energy, Geographic Information Systems (GIS), remote sensing, and cartography, Institutional capacity building and cross-sectoral policy integration...

Over his career, Lefebvre has led and participated in over 45 independent reviews and evaluations, including 20 mid-term reviews and 25 final evaluations for international organizations such as UNEP, UNDP, GEF, and the European Union. Selected assignments and experiences include:

- Mid-term evaluation of the BIOPAMA Programme (budget: 80M EUR), focusing on biodiversity and protected area management in Africa
- Terminal evaluation of the Burkina Faso Climate Transparency Framework (budget: 2M USD), assessing gaps in institutional arrangements and climate data systems
- Independent review of the African Union Research Grants Program (budget: 17M USD), focusing on climate resilience in agriculture across multiple African countries
- Final evaluation of the Mainstreaming Biodiversity in Tourism project in Cape Verde (budget: 6M USD), assessing coastal and marine biodiversity conservation efforts
- Mid-term review of the "Africa Adaptation Initiative" (budget: 12M USD), which supports African governments in building resilience to climate change and mainstreaming adaptation into national policies
- Final evaluation of the "Climate Resilient Agriculture in Sub-Saharan Africa" project (budget: 10M USD), which developed climate-smart agriculture techniques while strengthening institutional frameworks in rural areas

- Institutional evaluation of the "Climate Governance Capacity Development Project" in Mozambique (budget: 5M USD), focused on building government capacity for integrating climate risk into national policies and developing cross-sectoral climate governance frameworks

His expertise spans policy development, technical assistance, and capacity building, and his work has contributed to advancing global and regional environmental governance. Currently, he continues to work as an independent consultant, leading evaluations and fostering environmental sustainability in various international contexts.

ANNEX X. REVIEW TORS (WITHOUT ANNEXES)

TERMS OF REFERENCE

Terminal Review of the UNEP project “Capacity Building for Burkina Faso’s transparency system for climate change mitigation and adaptation” (10025)

Section 1: PROJECT BACKGROUND AND OVERVIEW

1. Project General Information

Project summary

UNEP PIMS/SMA²⁶ ID:	38523		
Donor ID:	GEF 10025		
Implementing Partners:	Ministry of Environment, Water and Sanitation ²⁷ .		
SDG(s) and indicator(s)	SDG 13, Indicators 13.3.2 Number of countries that have communicated the strengthening of institutional, systemic and individual capacity-building to implement adaptation, mitigation and technology transfer, and development actions.		
Sub-programme:	Climate action	Expected Accomplishment(s):	Countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies
UNEP approval date:	24 September 2019	Programme of Work Output(s):	Outcome 1C State and non-State actors adopt the enhanced transparency framework arrangements under the Paris Agreement.
Expected start date:	03 October 2019	Actual start date:	03 October 2019
Planned operational completion date:	30 September 2022	Actual operational completion date:	31 March 2024
Planned total project budget at approval (show breakdown of individual sources/grants):	GEF grant: \$1,180,000	Actual total expenditures reported as of 31 December 2023:	\$ 844,771
Expected co-financing:	\$ 150,000 (in-kind)	Secured co-financing as of 31 December 2023²⁸:	\$ 70,000 (in-kind)
First disbursement:	20 November 2019	Planned date of financial closure:	31 March 2025
No. of project revisions:	2	Date of last approved project revision:	03 April 2023
No. of Steering Committee meetings:	4	Date of last/next Steering Committee meeting:	Last: 13 March 2024
			Next: N/A

²⁶ Acronym for ID assigned by the Integrated Planning, Monitoring and Reporting (IPMR) system.

²⁷ Previously called Ministry of Environment, Green Economy and Climate Change

²⁸ State whether co-financing amounts are cash or in-kind.

Mid-term Review/ Evaluation²⁹ (planned date):	N/A	Mid-term Review/ Evaluation (actual date):	N/A
Terminal Review (planned date):	30 September 2024	Terminal Review (actual date):	Tbd
Coverage - Country(ies):	Burkina Faso	Coverage - Region(s):	Africa
Dates of previous project phases:	N/A	Status of future project phases:	N/A

2. Project Rationale³⁰

The Paris Agreement (PA) introduced the Enhanced Transparency Framework (ETF) regime for climate action and support under Article 13. According to the UNEP Emissions Gap Report 2019, countries are far from reaching the global goal of 2°C if only the current levels of Nationally Determined Contributions (NDCs) are considered. Hence, the ETF under the PA is critical to enable all countries to track the progress of climate action and raise ambition. The Parties to the PA established the Capacity-building Initiative for Transparency (CBIT) to strengthen the institutional and technical capacity of developing countries to effectively participate in the ETF.

Following this, the UNFCCC requested the Global Environment Fund (GEF) to support the implementation of CBIT through voluntary contributions during GEF-6 and future replenishment cycles; hence during COP 21, the GEF established CBIT. Globally, the CBIT program aims to strengthen national institutions for transparency-related activities in line with national priorities; provide relevant tools, training, and assistance for meeting the provisions stipulated in Article 13 of the Agreement and assist in the progressive improvement of transparency efforts.

Burkina Faso is part of the African countries that have received funding from the GEF. Burkina Faso's CBIT project is a medium-sized GEF project that went through a 2.5-year preparatory work before receiving funding. The funding was approved by the GEF CEO on 26 July 2019. Although the project was initially planned to start in October 2019, the actual implementation period of the project spans from September 2020 to March 2024.

The objective of Burkina Faso's CBIT project was to develop Burkina Faso's institutional and human capacities to meet reporting requirements of the Enhanced Transparency Framework of the Paris Agreement, especially for the priority sectors of AFOLU and Waste. The CBIT project enabled Burkina Faso to overcome gaps and barriers in institutional arrangements, develop an effective data management system, and integrate and mainstream climate change into Burkina Faso's Medium-Term Development Framework.

²⁹ UNEP policies require projects with planned implementation periods of 4 or more years to have a mid-point assessment of performance. For projects under 4 years, this should be marked as N/A.

³⁰ Grey = Info to be added

3. Project Results Framework

The project's logical framework as per the Project Document is provided below:

Project Components	Financing Type ³¹	Project Outcomes	Project Outputs	Trust Fund	(in \$)	
					GEF Project Financing	Co-financing
Component 1: Institutionalization of climate transparency to meet the Enhanced Transparency Framework of the Paris Agreement.	TA	1. Institutional arrangements for climate transparency are strengthened to support the long-term strategy on climate transparency.	1.1 A climate change coordination framework and focal points established to plan, track and report climate actions. 1.2 Awareness raising through training on climate transparency, MRV mechanisms and integration of NDC and NAP ³² in policy provided to decision makers from government, civil society and private sector. 1.3 Climate data sharing protocols developed and adopted. 1.4 Long-term strategy on climate transparency designed and adopted.	CBIT	166,750	59,000
Component 2: Tracking progress of climate change mitigation and adaptation.	TA	2. Burkina Faso tracks and reports progress of the NDC and NAP, including public and private investments, especially in AFOLU and Waste sectors.	2.1 An analysis of current monitoring and evaluation practices and gaps developed. 2.2 A domestic MRV system designed, tested and operationalized. 2.3 Methodologies for country-specific emission factors developed for AFOLU and Waste sectors. 2.4 Training on MRV system provided to network members and stakeholders from civil society and private sector.	CBIT	906,750	85,000

³¹ Financing type can be either investment or technical assistance.

³² MRV: Monitoring, Reporting and Verification; NDC: Nationally Determined Contributions ; NAP: National Adaptation Plan.

			<p>2.5 Peer exchange activities for experience sharing implemented.</p> <p>2.6 A review of baseline projections of NAP and NDC carried out.</p> <p>2.7 Methodology to keep track of progress in the implementation of NDCs, NAP and transparency, including specific indicators, developed.</p> <p>2.8 Public and private expenditures related to the implementation of Burkina Faso's NDC and NAP identified and tracked in AFOLU and Waste.</p>			
Subtotal					1,073,500	144,000
Project Management Cost (PMC)				CBIT	106,500	6,000
Total Project Cost					1,180,000	150,000

The project's results framework (i.e. indicators and targets) as per the Project Document is provided below:

	Indicator statement	Baseline	Target	Means of verification	UN Environment MTS 2018-2021
Objective	Develop Burkina Faso's institutional and human capacities to meet reporting requirements of the Enhanced Transparency Framework of the Paris Agreement especially for the priority sectors of AFOLU and Waste				Subprogramme <i>Climate Change</i>
A	Number of ministries, municipalities/communes, and other national institutions (i.e. universities), with strengthened institutional and human capacities providing data to the established MRV system platform, to meet reporting requirements of the	0	9 ³⁴	<ul style="list-style-type: none"> - Reports and data sets from the established central database - Updated NDC and NAP - NC - BUR - GHG inventory - BTR 	<i>Mitigation Expected Accomplishment: Countries increasingly adopt and/or implement low greenhouse gas emission development</i>

³⁴ These 9 institutions are the following: (1) Ministry of Agriculture, (2) Ministry of Environment, (3) Ministry of Livestock, (4) Ministry of Water Resources and Sanitation, (5) Ministry of Economy and Finance, (6) Ministry of Higher Education, Scientific Research and Innovation (Universities, Institutes and Research Centers), and the urban municipalities (with waste management responsibilities) of (7) Ouagadougou, (8) Bobbo-Dioulasso, and (9) Koudougou.

	Indicator statement	Baseline	Target	Means of verification	UN Environment MTS 2018-2021
	Paris Agreement's Enhanced Transparency Framework				<i>strategies and invest in clean technologies;</i>
Outcome 1	Institutional arrangements for climate transparency are strengthened to support the long-term strategy on climate transparency				<i>Adaptation Expected Accomplishment³³: Countries increasingly advance their national adaptation plans, which integrate ecosystem-based adaptation.</i>
1.1	Qualitative rating of Burkina Faso's institutional capacity for transparency-related activities <i>Based on the GEF 1-4 rating scale outlined in Annex IV of the CBIT's Programming Directions (the detailed statement for each rating level is provided below).</i>	2	4 (= +2)	Key stakeholders' feedback on the quality of Burkina Faso's institutional capacity for transparency-related activities: - Chief Technical Advisor's routine monitoring reports - Assessment report(s) on the country's institutional capacity for transparency including inputs from the governmental sector, civil society organizations and the private sector	
1.2	% of training participants (Output 1.2) declaring to have a better level of awareness on climate transparency and MRV mechanisms, and to be in a better position to integrate NDC and NAP in policy (disaggregated by gender)	0%	At least 70%	Survey / questionnaire to be completed by all training participants at the beginning and at the end of each training (disaggregated by gender)	
Outcome 2	Burkina Faso tracks and reports progress of the NDC and NAP, including public and private investments, especially in AFOLU and Waste sectors				
2.1	Qualitative rating of Burkina Faso's national GHG inventory reporting system <i>Based on the GEF 1-10 rating scale outlined in Annex III of the CBIT</i>	1	4 (= +3)	Key stakeholders' feedback on the quality / ability of the MRV system in collecting, storing and sharing information on GHG emissions: - Chief Technical Advisor's routine monitoring reports	

³³ Adaptation Indicators:

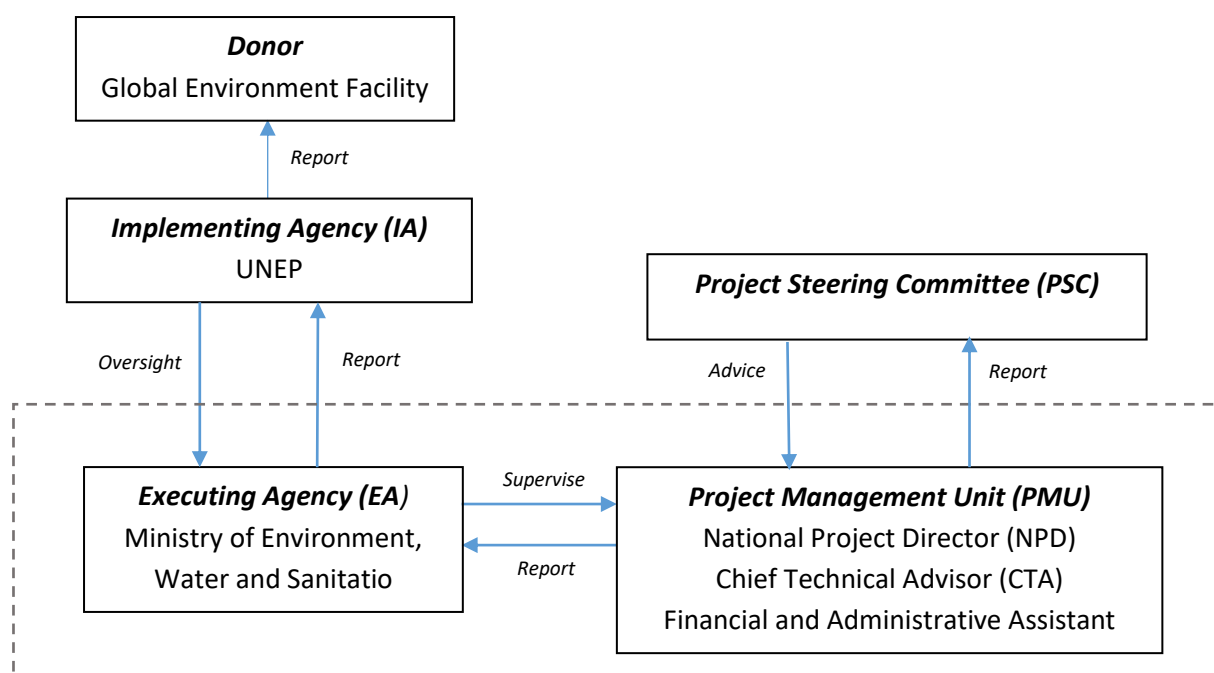
1. Number of people benefiting from vulnerability reduction interventions;
2. Type and extent of physical and natural assets strengthened and/or better managed to withstand the effects of climate change.

	Indicator statement	Baseline	Target	Means of verification	UN Environment MTS 2018-2021
	<i>Programming Directions (the detailed statement for each rating level is provided below).</i>			- Assessment report on the national GHG inventory reporting system's functionality, including inputs from the governmental sector, civil society organizations and the private sector.	
2.2	Qualitative rating of Burkina Faso's NDC implementation reporting and tracking system <i>Based on the GEF 1-10 rating scale outlined in Annex III of the CBIT Programming Directions (the detailed statement for each rating level is provided below).</i>	1	3 (= +2)	Key stakeholders' feedback on the quality / ability of the national system to report and track NDC implementation: - Chief Technical Advisor's routine monitoring reports - Assessment report on the NDC implementation reporting and tracking system's functionality, including inputs from the governmental sector, civil society organizations and the private sector.	
2.3	% of training participants (Output 2.4) declaring to be in a better position to use the MRV system to track and report progress of the NDC and NAP, including public and private investments (disaggregated by gender)	0%	At least 70%	Survey / questionnaire to be completed by all training participants at the beginning and at the end of each training (disaggregated by gender)	

For further detailed information see the CEO Endorsement Document of the project.

4. Executing Arrangements

The Project was funded by the Global Environment Facility (GEF) with the United Nations Environment Programme (UNEP) acting as the GEF Implementing Agency. The Ministry of Environment, Water and Sanitation (formerly called Ministry of Environment, Green Economy and Climate Change) was the Executing Agency. The structure is illustrated in the diagram below and roles and responsibilities of each body are detailed in the following table.



5. Project Cost and Financing

The table below provides a breakdown of the project financing at the time of design.

Project Components	Project Outcomes	Project Outputs	(in \$)	
			GEF Project Financing	Co-financing
Component 1: Institutionalization of climate transparency to meet the Enhanced Transparency Framework of the Paris Agreement.	1. Institutional arrangements for climate transparency are strengthened to support the long-term strategy on climate transparency.	1.1 A climate change coordination framework and focal points established to plan, track and report climate actions.	166,750	59,000
		1.2 Awareness raising through training on climate transparency, MRV mechanisms and integration of NDC and NAP ³⁵ in policy provided to decision makers from government, civil society and private sector.		
		1.3 Climate data sharing protocols		

³⁵ MRV: Monitoring, Reporting and Verification ; NDC: Nationally Determined Contributions ; NAP: National Adaptation Plan.

		developed and adopted. 1.4 Long-term strategy on climate transparency designed and adopted.		
Component 2: Tracking progress of climate change mitigation and adaptation.	2. Burkina Faso tracks and reports progress of the NDC and NAP, including public and private investments, especially in AFOLU and Waste sectors.	2.1 An analysis of current monitoring and evaluation practices and gaps developed. 2.2 A domestic MRV system designed, tested and operationalized. 2.3 Methodologies for country-specific emission factors developed for AFOLU and Waste sectors. 2.4 Training on MRV system provided to network members and stakeholders from civil society and private sector. 2.5 Peer exchange activities for experience sharing implemented. 2.6 A review of baseline projections of NAP and NDC carried out. 2.7 Methodology to keep track of progress in the implementation of NDCs, NAP and transparency, including specific indicators, developed. 2.8 Public and private expenditures related to the implementation of Burkina Faso's NDC and NAP identified and tracked in AFOLU and Waste.	906,750	85,000
Subtotal			1,073,500	144,000
Project Management Cost (PMC)			106,500	6,000
Total Project Cost			1,180,000	150,000

6. Implementation Issues

The CBIT Burkina Faso project was originally scheduled to have its technical completion date on 30 September 2022. Due to delays in setting up the Project Management Unit (i.e. hiring the Chief Technical Advisor, etc.) and to restrictions related to the Covid-19 pandemic, the project went to a first revision (Rev 1) which extended the project technical completion date for twelve (12) months until 30 September 2023. However, due to political instability and security issues the country has experienced over the course of year 2022, the project has faced additional implementation delays, so the Ministry of Environment, Water and Sanitation requested for a second revision (Rev 2) to extend the project technical completion date for another six (6) months until the 31 March 2024.

Section 2. OBJECTIVE AND SCOPE OF THE REVIEW

(Apart from section 9, where you could insert up to 3 strategic questions that are in addition to the review criteria, this section is standard and does not need to be revised for each project)

7. Objective of the Review

In line with the UNEP Evaluation Policy³⁶ and the UNEP Programme Manual³⁷, the Terminal Review (TR) is undertaken at operational completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, 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 UNEP and the Ministry of Environment, Water and Sanitation. Therefore, the Review will identify lessons of operational relevance for future project formulation and implementation, especially for future phases of the project, where applicable.

8. Key Review principles

Review findings and judgements will be based on **sound evidence and analysis**, clearly documented in the Review Report. Information will be triangulated (i.e. verified from different sources) as far as possible, and when verification is not possible, the single source will be mentioned (whilst anonymity is still protected). Analysis leading to evaluative judgements should always be clearly spelled out.

The “Why?” Question. As this is a Terminal Review and a follow-up project is a possibility, particular attention will be given to learning from the experience. Therefore, the “why?” question should be at the front of the consultant(s)’ minds all through the review exercise and is supported by the use of a theory of change approach. This means that the consultant(s) need to go beyond the assessment of “what” the project performance was and make a serious effort to provide a deeper understanding of “why” the performance was as it was (i.e. what contributed to the achievement of the project’s results). This should provide the basis for the lessons that can be drawn from the project.

Attribution, Contribution and Credible Association: In order to *attribute* any outcomes and impacts to a project intervention, one needs to consider the difference between what has happened with, and what would have happened without, the project (i.e. take account of changes over time and between contexts in order to isolate the effects of an intervention). This requires appropriate baseline data and the identification of a relevant counterfactual, both of which are frequently not available for reviews. Establishing the *contribution* made by a project in a complex change process relies heavily on prior intentionality (e.g. approved project design documentation, logical framework) and the articulation of causality (e.g. narrative and/or illustration of the Theory of Change). Robust evidence that a project was delivered as designed and that the expected causal pathways developed supports claims of contribution and this is strengthened where an alternative theory of change can be excluded. A *credible association* between the implementation of a project and observed positive effects can be made where a strong causal narrative, although not explicitly articulated, can be inferred by the chronological sequence of events, active involvement of key actors and engagement in critical processes.

Communicating Review Results. A key aim of the Review is to encourage reflection and learning by UNEP staff and key project stakeholders. The consultant should consider how reflection and learning can be promoted, both through the review process and in the communication of review findings and key lessons. Clear and concise writing is required on all review deliverables. Draft and final versions of the main review report will be shared with key stakeholders by the UNEP Task Manager. There may, however, be several intended audiences, each with different interests and needs regarding the report. The consultant will plan with the UNEP Task Manager which audiences to target and the easiest and clearest way to communicate the key review findings and lessons to them. This may include some or all of the following: a webinar, conference calls with relevant stakeholders, the preparation of a review brief or interactive presentation.

³⁶ <https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies>

³⁷ <https://wecollaborate.unep.org>

9. Key Strategic Questions

In addition to the review criteria outlined in Section 10 below, the Review will address the **strategic questions**³⁸ listed below (no more than 4 questions are recommended). These are questions of interest to UNEP and to which the project is believed to be able to make a substantive contribution:

Q1: Did the State and non-State actors participating in the project adopt the enhanced transparency framework arrangements under the Paris Agreement? If so, what are the key project elements that contributed to allowing them to do so? If not, what prevented them from doing so?

Q2: Did the project contribute to strengthening / improving transparency mechanisms of national institutions for domestic and UN conventions reporting? If so, please explain how.

Q3: Did the State and non-State actors participating in the project adopt the new tools developed by the project? If so, what are the key project elements that contributed to allowing them to do so? If not, what prevented them from doing so?

Q4: What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance?

For GEF-funded projects there are also a series of questions that need to be uploaded to the GEF Portal. The consultant should complete the table in Annex 5 of these TOR and append it to the Final Review report.

10. Review Criteria

All review criteria will be rated on a six-point scale. Sections A-I below, outline the scope of the review criteria. The set of review criteria are grouped in nine categories: (A) Strategic Relevance; (B) Quality of Project Design; (C) Nature of External Context; (D) Effectiveness, which comprises assessments of the availability of outputs, achievement of outcomes and likelihood of impact; (E) Financial Management; (F) Efficiency; (G) Monitoring and Reporting; (H) Sustainability; and (I) Factors Affecting Project Performance.

A suite of various tools, templates and guidelines that can help Review Consultant to follow a thorough review process that meets all of UNEP's needs is available via the UNEP Task Manager.

A. Strategic Relevance

The Review will assess the extent to which the activity is suited to the priorities and policies of the donors, implementing regions/countries and the target beneficiaries. The Review will include an assessment of the project's relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies at the time of project approval. Under strategic relevance an assessment of the complementarity of the project with other interventions addressing the needs of the same target groups will be made. This criterion comprises four elements:

v. Alignment to the UNEP's Medium-Term Strategy³⁹ (MTS), Programme of Work (POW) and Strategic Priorities

The Review should assess the project's alignment with the MTS and POW under which the project was approved and include, in its narrative, reflections on the scale and scope of any contributions made to the planned results reflected in the relevant MTS and POW. UNEP strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building⁴⁰ (BSP) and South-South

³⁸ The strategic questions should not duplicate questions that will be addressed under the standard review criteria described in section 10.

³⁹ UNEP's Medium Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes. <https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents>

⁴⁰ <http://www.unep.fr/ozonaction/about/bsp.htm>

Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology and knowledge between developing countries.

vi. Alignment to Donor/Partner Strategic Priorities

Donor strategic priorities will vary across interventions. The Review will assess the extent to which the project is suited to, or responding to, donor priorities. In some cases, alignment with donor priorities may be a fundamental part of project design and grant approval processes while in others, for example, instances of ‘softly-earmarked’ funding, such alignment may be more of an assumption that should be assessed.

vii. Relevance to Global, Regional, Sub-regional and National Environmental Priorities

The Review will assess the alignment of the project with global priorities such as the SDGs and Agenda 2030. The extent to which the intervention is suited, or responding to, the stated environmental concerns and needs of the countries, sub-regions or regions where it is being implemented will also be considered. Examples may include: UN Development Assistance Frameworks (UNDAF) or, national or sub-national development plans, poverty reduction strategies or Nationally Appropriate Mitigation Action (NAMA) plans or regional agreements etc. Within this section consideration will be given to whether the needs of all beneficiary groups are being met and reflects the current policy priority to leave no-one behind.

viii. Complementarity with Relevant Existing Interventions/Coherence⁴¹

An assessment will be made of how well the project, either at design stage or during the project inception or mobilization⁴², took account of ongoing and planned initiatives (under the same sub-programme, other UNEP sub-programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups. The Review will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Examples may include work within Cooperation Frameworks or One UN programming. Linkages with other interventions should be described and instances where UNEP’s comparative advantage has been particularly well applied should be highlighted.

B. Quality of Project Design

The quality of project design is assessed using an agreed template during the review inception phase. Ratings are attributed to identified criteria and an overall Project Design Quality rating is established. The complete Project Design Quality template should be annexed in the Review Inception Report. Later, the overall Project Design Quality rating⁴³ should be entered in the final review ratings table (as item B) in the Main Review Report and a summary of the project’s strengths and weaknesses at design stage should be included within the body of the Main Review Report.

C. Nature of External Context

At review inception stage a rating is established for the project’s external operating context (considering the prevalence of conflict, natural disasters and political upheaval⁴⁴). This rating is

⁴¹ This sub-category is consistent with the new criterion of ‘Coherence’ introduced by the OECD-DAC in 2019.

⁴² A project’s inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

⁴³ In some instances, based on data collected during the review process, the assessment of the project’s design quality may change from Inception Report to Main Review Report.

⁴⁴ Note that ‘political upheaval’ does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project’s design and addressed through adaptive management of the project team. From March 2020 this should include the effects of COVID-19.

entered in the final review ratings table as item C. Where a project has been rated as facing either an *Unfavourable* or *Highly Unfavourable* external operating context, and/or a negative external event has occurred during project implementation, the ratings for Effectiveness, Efficiency and/or Sustainability may be increased at the discretion of the Review Consultant and UNEP Task Manager together. A justification for such an increase must be given.

D. Effectiveness

i. Availability of Outputs⁴⁵

The Review will assess the project's success in producing the programmed outputs and making them available to the intended beneficiaries as well as its success in achieving milestones as per the project design document (ProDoc⁴⁶). Any formal modifications/revisions made during project implementation will be considered part of the project design. Where the project outputs are inappropriately or inaccurately stated in the ProDoc, reformulations may be necessary in the reconstruction of the Theory of Change (TOC). In such cases a table should be provided showing the original and the reformulation of the outputs for transparency. The availability of outputs will be assessed in terms of both quantity and quality, and the assessment will consider their ownership by, and usefulness to, intended beneficiaries and the timeliness of their provision. It is noted that emphasis is placed on the performance of those outputs that are most important to achieve outcomes. The Review will briefly explain the reasons behind the success or shortcomings of the project in delivering its programmed outputs and meeting expected quality standards.

ii. Achievement of Project Outcomes⁴⁷

The achievement of project outcomes is assessed as performance against the outcomes as defined in the reconstructed⁴⁸ Theory of Change. These are outcomes that are intended to be achieved by the end of the project timeframe and within the project's resource envelope. Emphasis is placed on the achievement of project outcomes that are most important for attaining intermediate states. As with outputs, a table can be used to show where substantive amendments to the formulation of project outcomes is necessary to allow for an assessment of performance. The Review should report evidence of attribution between UNEP's intervention and the project outcomes. In cases of normative work or where several actors are collaborating to achieve common outcomes, evidence of the nature and magnitude of UNEP's 'substantive contribution' should be included and/or 'credible association' established between project efforts and the project outcomes realised.

iii. Likelihood of Impact

Based on the articulation of long-lasting effects in the reconstructed TOC (*i.e. from project outcomes, via intermediate states, to impact*), the Review will assess the likelihood of the intended, positive impacts becoming a reality. Project objectives or goals should be incorporated in the TOC, possibly as intermediate states or long-lasting impacts. The Evaluation Office's approach to the use of TOC in project reviews is outlined in a guidance note and is supported by an excel-based flow chart, 'Likelihood of Impact Assessment Decision Tree'. Essentially the approach follows a 'likelihood tree' from project outcomes to impacts, taking account of whether the assumptions and drivers identified in the reconstructed TOC held. Any unintended positive effects should also be identified and their causal linkages to the intended impact described.

The Review will also consider the likelihood that the intervention may lead, or contribute to, unintended negative effects (e.g. will vulnerable groups such as those living with disabilities and/or women and children, be disproportionately affected by the project?). Some of these potential negative

⁴⁵ Outputs are the availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities and awareness of individuals or within institutions (UNEP, 2019)

⁴⁶ Also called CEO Endorsement Document for GEF projects

⁴⁷ Outcomes are the use (*i.e.* uptake, adoption, application) of an output by intended beneficiaries, observed as changes in institutions or behavior, attitude or condition (UNEP, 2019)

⁴⁸ UNEP staff are currently required to submit a Theory of Change with all submitted project designs. The level of 'reconstruction' needed during an review will depend on the quality of this initial TOC, the time that has lapsed between project design and implementation (which may be related to securing and disbursing funds) and the level of any changes made to the project design. In the case of projects pre-dating 2013 the intervention logic is often represented in a logical framework and a TOC will need to be constructed in the inception stage of the review.

effects may have been identified in the project design as risks or as part of the analysis of Environmental and Social Safeguards.

The Review will consider the extent to which the project has played a catalytic role⁴⁹ or has promoted scaling up and/or replication as part of its Theory of Change (either explicitly as in a project with a demonstration component or implicitly as expressed in the drivers required to move to outcome levels) and as factors that are likely to contribute to greater or long-lasting impact.

Ultimately UNEP and all its partners aim to bring about benefits to the environment and human well-being. Few projects are likely to have impact statements that reflect such long-lasting or broad-based changes. However, the Review will assess the likelihood of the project to make a substantive contribution to the long-lasting changes represented by the Sustainable Development Goals, and/or the intermediate-level results reflected in UNEP's Expected Accomplishments and the strategic priorities of funding partner(s).

Global Environment Facility	The Review should consider, under Effectiveness, the extent to which the evaluand is reaching Core Indicator targets (from GEF-6 onwards).
Global Environment Facility	The Review will determine, under Effectiveness, the project's <u>additionality</u> by comparing the benefits of GEF support to a scenario without GEF support. It will identify specific areas where GEF support has contributed additional results and what these additional results were. It will provide quantitative and qualitative evidence to support the findings.

E. Financial Management

Financial management will be assessed under three themes: *adherence* to UNEP's financial policies and procedures, *completeness* of financial information and *communication* between financial and project management staff. The Review will establish the actual spend across the life of the project of funds secured from all donors. This expenditure will be reported, where possible, at output/component level and will be compared with the approved budget. The Review will verify the application of proper financial management standards and adherence to UNEP's financial management policies. Any financial management issues that have affected the timely delivery of the project or the quality of its performance will be highlighted. The Review will record where standard financial documentation is missing, inaccurate, incomplete or unavailable in a timely manner. The Review will assess the level of communication between the UNEP Task Manager and the Fund Management Officer as it relates to the effective delivery of the planned project and the needs of a responsive, adaptive management approach.

Global Environment Facility	The Review will determine, under Financial Management, i) time from CEO endorsement (FSP) / CEO approval (MSP) to first disbursement; ii) disbursement balance; iii) whether the project has secured co-financing higher than 35% and iv) time between CEO Endorsement and (likely) end of Terminal Review.
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F. Efficiency

Under the efficiency criterion, the Review will assess the extent to which the project delivered maximum results from the given resources. This will include an assessment of the cost-effectiveness and timeliness of project execution.

⁴⁹ The terms catalytic effect, scaling up and replication are inter-related and generally refer to extending the coverage or magnitude of the effects of a project. Catalytic effect is associated with triggering additional actions that are not directly funded by the project – these effects can be both concrete or less tangible, can be intentionally caused by the project or implied in the design and reflected in the TOC drivers, or can be unintentional and can rely on funding from another source or have no financial requirements. Scaling up and Replication require more intentionality for projects, or individual components and approaches, to be reproduced in other similar contexts. Scaling up suggests a substantive increase in the number of new beneficiaries reached/involved and may require adapted delivery mechanisms while Replication suggests the repetition of an approach or component at a similar scale but among different beneficiaries. Even with highly technical work, where scaling up or replication involves working with a new community, some consideration of the new context should take place and adjustments made as necessary.

Focusing on the translation of inputs into outputs, *cost-effectiveness* is the extent to which an intervention has achieved, or is expected to achieve, its results at the lowest possible cost. *Timeliness* refers to whether planned activities were delivered according to expected timeframes as well as whether events were sequenced efficiently. The Review will also assess to what extent any project extension could have been avoided through stronger project management and identify any negative impacts caused by project delays or extensions. The Review will describe any cost or time-saving measures put in place to maximise results within the secured budget and agreed project timeframe and consider whether the project was implemented in the most efficient way compared to alternative interventions or approaches.

The Review will give special attention to efforts made by the project teams during project implementation to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities⁵⁰ with other initiatives, programmes and projects etc. to increase project efficiency.

The factors underpinning the need for any project extensions will also be explored and discussed. Consultants should note that as management or project support costs cannot be increased in cases of 'no cost extensions', such extensions represent an increase in unstated costs to UNEP and implementing parties.

G. Monitoring and Reporting

The Review will assess monitoring and reporting across three sub-categories: monitoring design and budgeting, monitoring implementation and project reporting.

i. Monitoring Design and Budgeting

Each project should be supported by a sound monitoring plan that is designed to track progress against SMART⁵¹ results towards the achievement of the project's outputs and outcomes, including at a level disaggregated by gender, marginalisation or vulnerability, including those living with disabilities. In particular, the Review will assess the relevance and appropriateness of the project indicators as well as the methods used for tracking progress against them as part of conscious results-based management. The Review will assess the quality of the design of the monitoring plan as well as the funds allocated for its implementation. The adequacy of resources for Mid-Term and Terminal Evaluation/Review should be discussed, where applicable.

ii. Monitoring of Project Implementation

The Review will assess whether the monitoring system was operational and facilitated the timely tracking of results and progress towards project objectives throughout the project implementation period. This assessment will include consideration of whether the project gathered relevant and good quality baseline data that is accurately and appropriately documented. This should include monitoring the representation and participation of disaggregated groups, including gendered, marginalised or vulnerable groups, such as those living with disabilities, in project activities. It will also consider the quality of the information generated by the monitoring system during project implementation and how it was used to adapt and improve project execution, achievement of outcomes and ensure sustainability. The Review should confirm that funds allocated for monitoring were used to support this activity.

iii. Project Reporting

UNEP has a centralised Project Information Management System (PIMS) in which project managers upload six-monthly progress reports against agreed project milestones. This information will be provided to the Review Consultant(s) by the UNEP Task Manager. Some projects have additional requirements to report regularly to funding partners, which will be supplied by the project team. The Review will assess the extent to which both UNEP and donor reporting commitments have been

⁵⁰ Complementarity with other interventions during project design, inception or mobilization is considered under Strategic Relevance above.

⁵¹ SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.

fulfilled. Consideration will be given as to whether reporting has been carried out with respect to the effects of the initiative on disaggregated groups.

H. Sustainability

Sustainability⁵² is understood as the probability of the benefits derived from the achievement of project outcomes being maintained and developed after the close of the intervention. The Review will identify and assess the key conditions or factors that are likely to undermine or contribute to the endurance of achieved project outcomes (i.e. 'assumptions' and 'drivers'). Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. Where applicable an assessment of bio-physical factors that may affect the sustainability of direct outcomes may also be included.

i. Socio-political Sustainability

The Review will assess the extent to which social or political factors support the continuation and further development of the benefits derived from project outcomes. It will consider the level of ownership, interest and commitment among government and other stakeholders to take the project achievements forwards. In particular the Review will consider whether individual capacity development efforts are likely to be sustained.

ii. Financial Sustainability

Some project outcomes, once achieved, do not require further financial inputs, e.g. the adoption of a revised policy. However, in order to derive a benefit from this outcome further management action may still be needed e.g. to undertake actions to enforce the policy. Other project outcomes may be dependent on a continuous flow of action that needs to be resourced for them to be maintained, e.g. continuation of a new natural resource management approach. The Review will assess the extent to which project outcomes are dependent on future funding for the benefits they bring to be sustained. Secured future funding is only relevant to financial sustainability where the project outcomes have been extended into a future project phase. Even where future funding has been secured, the question still remains as to whether the project outcomes are financially sustainable.

iii. Institutional Sustainability

The Review will assess the extent to which the sustainability of project outcomes (especially those relating to policies and laws) is dependent on issues relating to institutional frameworks and governance. It will consider whether institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. are robust enough to continue delivering the benefits associated with the project outcomes after project closure. In particular, the Review will consider whether institutional capacity development efforts are likely to be sustained.

I. Factors Affecting Project Performance and Cross-Cutting Issues

(These factors are rated in the ratings table but are discussed within the Main Review Report as cross-cutting themes as appropriate under the other review criteria, above. If these issues have not been addressed under the Review Criteria above, then independent summaries of their status within the reviewed project should be given in this section)

i. Preparation and Readiness

This criterion focuses on the inception or mobilisation stage of the project (i.e. the time between project approval and first disbursement). The Review will assess whether appropriate measures were taken to either address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilisation. In particular, the Review

⁵² As used here, 'sustainability' means the long-term maintenance of outcomes and consequent impacts, whether environmental or not. This is distinct from the concept of sustainability in the terms 'environmental sustainability' or 'sustainable development', which imply 'not living beyond our means' or 'not diminishing global environmental benefits' (GEF STAP Paper, 2019, Achieving More Enduring Outcomes from GEF Investment)

will consider the nature and quality of engagement with stakeholder groups by the project team, the confirmation of partner capacity and development of partnership agreements as well as initial staffing and financing arrangements. (*Project preparation is included in the template for the assessment of Project Design Quality*).

ii. Quality of Project Management and Supervision

In some cases 'project management and supervision' may refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others it may refer to the project management performance of an implementing partner and the technical backstopping and supervision provided by UNEP. The performance of parties playing different roles should be discussed and a rating provided for both types of supervision (UNEP/Implementing Agency; Partner/Executing Agency) and the overall rating for this sub-category established as a simple average of the two.

The Review will assess the effectiveness of project management with regard to: providing leadership towards achieving the planned outcomes; managing team structures; maintaining productive partner relationships (including Steering Groups etc.); maintaining project relevance within changing external and strategic contexts; communication and collaboration with UNEP colleagues; risk management; use of problem-solving; project adaptation and overall project execution. Evidence of adaptive management should be highlighted.

Global Environment Facility	For internally executed projects the Review Consultant should review whether the segregation of responsibilities met the GEF requirements ⁵³ (the GEF Agency must separate its project implementation and execution duties and establish each of the following: (a) A satisfactory institutional arrangement for the separation of implementation and executing functions in different departments of the GEF Agency; and (b) Clear lines of responsibility, reporting and accountability within the GEF Agency between the project implementation and execution functions.
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iii. Stakeholder Participation and Cooperation

Here the term 'stakeholder' should be considered in a broad sense, encompassing all project partners, duty bearers with a role in delivering project outputs, target users of project outputs and any other collaborating agents external to UNEP and the implementing partner(s). The assessment will consider the quality and effectiveness of all forms of communication and consultation with stakeholders throughout the project life and the support given to maximise collaboration and coherence between various stakeholders, including sharing plans, pooling resources and exchanging learning and expertise. The inclusion and participation of all differentiated groups, including gender groups, should be considered.

iv. Responsiveness to Human Rights and Gender Equality

The Review will ascertain to what extent the project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People. Within this human rights context the Review will assess to what extent the intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment⁵⁴.

The report should present the extent to which the intervention, following an adequate gender analysis at design stage, has implemented the identified actions and/or applied adaptive management to ensure that Gender Equality and Human Rights are adequately taken into account. In particular the Review will consider to what extent project design, implementation and monitoring have taken into consideration: (i) possible inequalities (especially those related to gender) in access

⁵³ GEF Minimum Fiduciary Standards: Separation of Implementation and Execution Functions in GEF Partner Agencies (2019).

⁵⁴ The Evaluation Office notes that Gender Equality was first introduced in the UNEP Project Review Committee Checklist in 2010 and, therefore, provides a criterion rating on gender for projects approved from 2010 onwards. Equally, it is noted that policy documents, operational guidelines and other capacity building efforts have only been developed since then and have evolved over time. https://wedocs.unep.org/bitstream/handle/20.500.11822/7655/-Gender_equality_and_the_environment_Policy_and_strategy-2015Gender_equality_and_the_environment_policy_and_strategy.pdf?sequence=3&isAllowed=y

to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (especially women, youth and children and those living with disabilities) to environmental degradation or disasters; and (iii) the role of disadvantaged groups (especially women, youth and children and those living with disabilities) in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation.

v. Environmental and Social Safeguards

UNEP projects address environmental and social safeguards primarily through the process of environmental and social screening at the project approval stage, risk assessment and management (avoidance, or mitigation of potential environmental and social risks and impacts associated with project and programme activities. The Review will confirm whether UNEP requirements⁵⁵ were met to: *review* risk ratings on a regular basis; *monitor* project implementation for possible safeguard issues; *respond* (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and *report* on the implementation of safeguard management measures taken. UNEP requirements for proposed projects to be screened for any safeguarding issues; for sound environmental and social risk assessments to be conducted and initial risk ratings to be assigned, are reviewed above under Quality of Project Design).

The Review will also consider the extent to which the management of the project minimised UNEP's environmental footprint.

vi. Country Ownership and Driven-ness

The Review will assess the quality and degree of engagement of government / public sector agencies in the project. While there is some overlap between Country Ownership and Institutional Sustainability, this criterion focuses primarily on the forward momentum of the intended projects results, i.e. either: a) moving forwards from outputs to project outcomes or b) moving forward from project outcomes towards intermediate states. The Review will consider the involvement not only of those directly involved in project execution and those participating in technical or leadership groups, but also those official representatives whose cooperation is needed for change to be embedded in their respective institutions and offices (e.g. representatives from multiple sectors or relevant ministries beyond Ministry of Environment). This factor is concerned with the level of ownership generated by the project over outputs and outcomes and that is necessary for long term impact to be realised. Ownership should extend to all gender and marginalised groups.

vii. Communication and Public Awareness

The Review will assess the effectiveness of: a) communication of learning and experience sharing between project partners and interested groups arising from the project during its life and b) public awareness activities that were undertaken during the implementation of the project to influence attitudes or shape behaviour among wider communities and civil society at large. The Review should consider whether existing communication channels and networks were used effectively, including meeting the differentiated needs of gendered or marginalised groups, and whether any feedback channels were established. Where knowledge sharing platforms have been established under a project the Review will comment on the sustainability of the communication channel under either socio-political, institutional or financial sustainability, as appropriate.

⁵⁵ For the review of project concepts and proposals, the Safeguard Risk Identification Form (SRIF) was introduced in 2019 and replaced the Environmental, Social and Economic Review note (ESERN), which had been in place since 2016. In GEF projects safeguards have been considered in project designs since 2011.

Section 3. REVIEW APPROACH, METHODS AND DELIVERABLES

(This section has both standard text and parts that are specific to the project, to be filled in)

The Terminal Review will be an in-depth review using a participatory approach whereby key stakeholders are kept informed and consulted throughout the review process. Both quantitative and qualitative review methods will be used as appropriate to determine project achievements against the expected outputs, outcomes and impacts. It is highly recommended that the consultant(s) maintains close communication with the project team and promotes information exchange throughout the review implementation phase in order to increase their (and other stakeholder) ownership of the review findings. Where applicable, the consultant(s) should provide a geo-referenced map that demarcates the area covered by the project and, where possible, provide geo-reference photographs of key intervention sites (e.g. sites of habitat rehabilitation and protection, pollution treatment infrastructure, etc.)

The findings of the Review will be based on the following:

(a) **A desk review** of:

Relevant background documentation,

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 any other monitoring materials etc.;

Project deliverables (e.g. publications, assessments etc.);

Reviews of similar projects.

(b) **Interviews** (individual or in group) with:

UNEP Task Manager and Programme Assistant;

Executing Agency Project Manager;

Project management team;

UNEP Administrative Officer (AO);

Sub-Programme Coordinator if appropriate;

Project partners;

Relevant resource persons;

Representatives from civil society and specialist groups.

- **Surveys** to be determined at inception phase
- **Field visits** to Ouagadougou, Burkina Faso⁵⁶
- **Other data collection tools** to be determined at inception phase

11. Review Deliverables and Review Procedures

See Annex 1 of these TOR for a list of tools and guidance available, see Annex 2 for a list of review criteria and sub-categories to be assessed. The Review Consultant will prepare:

⁵⁶ Provided security situation permits safe traveling.

Inception Report: (see Annex 3 of these TOR) containing an assessment of project design quality, a draft reconstructed Theory of Change of the project, project stakeholder analysis, review framework and a tentative review schedule.

Preliminary Findings Note: 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.

Draft and Final Review Report: (See Annex 4 of these TOR) containing an Executive Summary that can act as a stand-alone document; detailed analysis of the review findings organised by review criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.

Review of the Draft Review Report. The Review Consultant will submit a draft report to the UNEP Task Manager and revise the draft in response to their comments and suggestions. The UNEP Task Manager will then forward the revised draft report to other project stakeholders, for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions as well as providing feedback on the proposed recommendations and lessons. Any comments or responses to draft reports will be sent to the UNEP Task Manager for consolidation. The UNEP Task Manager will provide all comments to the Review Consultant for consideration in preparing the final report, along with guidance on areas of contradiction or issues requiring an institutional response.

The UNEP Evaluation Office provides templates and tools to support the review process and provides a formal assessment of the quality of the final Terminal Review report, which is provided within this report's annexed material. In addition, the Evaluation Office formally validates the report by ensuring that the performance judgments made are consistent with evidence presented in the Review report and in-line with the performance standards set out for independent evaluations. As such the project performance ratings presented in the Review report may be adjusted by the Evaluation Office.

At the end of the review process, the UNEP Task Manager will prepare a **Recommendations Implementation Plan** in the format of a table, to be completed and updated at regular intervals, and circulate the **Lessons Learned**.

12. The Review Consultant

The Review Consultant will work under the overall responsibility of the UNEP Task Manager Julien Lheureux, in consultation with the Administrative Officer Fatma Twahir.

The Review Consultant will liaise with the UNEP Task Manager on any procedural and methodological matters related to the Review. It is, however, the consultants' individual responsibility (where applicable) to arrange for their visas and immunizations as well as to plan meetings with stakeholders, organize online surveys, obtain documentary evidence and any other logistical matters related to the assignment. The UNEP Task Manager and project team will, where possible, provide logistical support (introductions, meetings etc.) allowing the consultants to conduct the Review as efficiently and independently as possible.

The Review Consultant will be hired over a period of 08 months (tentatively from April 2024 to November 2024) and should have the following: Advanced university degree (i.e. master's degree or higher) in management, business administration, economics, engineering, energy or other relevant area is required. A first level degree with additional two years of qualifying experience maybe accepted in lieu of an advanced university degree. A minimum of 2 years of experience in the evaluation and monitoring of development Projects in developing countries is required. Within the 2 years, experience working on technical aspects of development Projects in the environmental / climate change sector in Africa is desirable. Experience in working with national governments in Africa or developing countries is required. English and French are the working languages of the United Nations Secretariat. For this consultancy, fluency (both oral and written) in English and French

are required. Working knowledge of the UN system and specifically the work of UNEP is an added advantage. The work will be home-based with possible field visits.

The Review Consultant will be responsible, in close consultation with the UNEP Task Manager, for overall quality of the review and timely delivery of its outputs, described above in Section 11 Review Deliverables, above. The Review Consultant will ensure that all review criteria and questions are adequately covered.

13. Schedule of the Review

The table below presents the tentative schedule.

Tentative schedule for the Review

Milestone	Indicative dates
Inception Phase	
TR Inception Meeting	15 April 2024
Desk Review of project documentation	15 April - 15 May 2024
Draft TR Inception Report	15 May 2023
Final TR Inception Report	31 May 2024
Data Collection Phase	
Stakeholder survey / e-based interviews	15 April – 31 May 2024
Review mission	June 2024 (exact dates tbd)
Individual interviews	June 2024 (exact dates tbd)
Presentation of preliminary findings (ppt)	30 June 2024
Reporting Phase	
Draft Main Review Report shared with UNEP Task Manager	16 August 2024
Draft Main Review Report shared with wider group of stakeholders	23 August 2024
Consolidated comments on Draft Main Review Report returned to Reviewer by UNEP	6 September 2024
Updated Final Main Review Report with Comments table prepared and shared with UNEP Task Manager	13 September 2024
Final Main Review Report submitted to the UNEP Evaluation Office for validation and quality assessment	16 September 2024
Final Main Review Report validated by UNEP Evaluation Office with quality assessment	14 October 2024
Final Main Review Report shared with all respondents	18 October 2024

14. Contractual Arrangements

The Review Consultant will be selected and recruited by the UNEP Task Manager under an individual Special Service Agreement (SSA) on a “fees only” basis (see below). By signing the service contract with UNEP/UNON, the consultant certifies that they have not been associated with the design and implementation of the project in any way which may jeopardize their independence and impartiality towards project achievements and project partner performance. In addition, they will not have any future interests (within six months after completion of the contract) with the project’s executing or implementing units. All consultants are required to sign the Code of Conduct Agreement Form.

Fees will be paid on an instalment basis, paid on acceptance and approval by the UNEP Task Manager of expected key deliverables. The schedule of payment is as follows:

Schedule of Payment:

Deliverable	Amount (US\$)
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Approved Inception Report (<i>as per Guidance Note</i>)	4,500
Approved Draft Main Review Report (<i>as per Guidance Note</i>)	8,300
Approved Final Main Review Report (<i>as per Report Template</i>)	3,200

Fees only contracts: Where applicable, air tickets will be purchased by UNEP and 75% of the Daily Subsistence Allowance for each authorised travel mission will be paid up front. Local in-country travel will only be reimbursed where agreed in advance with the UNEP Task Manager and on the production of acceptable receipts. Terminal expenses and residual DSA entitlements (25%) will be paid after mission completion.

The consultant may be provided with access to UNEP's information management systems (e.g. PIMS, IPMR, Anubis, SharePoint, etc.) and, if such access is granted, the consultants agree not to disclose information from that system to third parties beyond information required for, and included in, the Review Report.

In case the consultant is not able to provide the deliverables in accordance with these guidelines, and in line with the expected quality standards by the UNEP Task Manager, payment may be withheld at the discretion of the Head of Branch/Unit until the consultants have improved the deliverables to meet UNEP's quality standards.

If the consultant fails to submit a satisfactory final product to the UNEP Task Manager in a timely manner, i.e. before the end date of their contract, UNEP reserves the right to employ additional human resources to finalize the report, and to reduce the consultant's fees by an amount equal to the additional costs borne by the project team to bring the report up to standard or completion.

ANNEX XI. GEF PORTAL INPUTS (for GEF funded projects)

The following table contains text to be uploaded to the GEF Portal. **It will be drawn from the Review Report, either as copied or summarised text.** In each case, references should be provided for the paragraphs and pages of the report from which the responses have been copied or summarised.

<p>Question: What was the performance at the project's completion against Core Indicator Targets? (For projects approved prior to GEF-7⁵⁷, these indicators will be identified retrospectively and comments on performance provided⁵⁸).</p>
<p>Response:</p> <p>At the project's completion, the CBIT project made substantial progress towards its core indicator targets. The project successfully trained a total of 1,045 individuals, surpassing the original target of 510. Of these participants, 716 were men and 329 were women, achieving a women's participation rate of 30%, which is in line with Burkina Faso's national requirement of a minimum 30% representation. Additionally, the institutionalization of climate transparency frameworks and the operationalization of the MRV system were completed, supporting the country's compliance with the Enhanced Transparency Framework. Despite delays due to socio-political disruptions, the project met its revised targets for tracking climate mitigation and adaptation progress in key sectors such as AFOLU and Waste.</p>
<p>Question: What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR? <i>(This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval)</i></p>
<p>Response:</p> <p>The CBIT Burkina Faso project made strong progress in stakeholder engagement through targeted. A key success was the involvement of a wide range of stakeholders, including ministries (e.g., agriculture, energy), civil society organizations, and the private sector in shaping the MRV system. For instance, stakeholder consultations, provided an open platform for contributions on technical aspects like data collection and MRV design.</p> <p>A challenge was aligning different sectoral priorities, especially in coordinating the roles of various ministries and ensuring their data-sharing commitments. To address this, the project organized sector-specific training sessions on greenhouse gas inventories and emissions tracking, which built capacity and improved collaboration. Peer exchanges were another effective engagement tool, fostering knowledge sharing between Burkina Faso and other countries, which helped stakeholders learn from successful international practices.</p> <p>The outcome was a high level of national ownership and commitment to the MRV system, with stakeholders actively participating in refining project components and ensuring its alignment with national climate goals.</p>
<p>Question: What were the completed gender-responsive measures and, if applicable, actual gender result areas? <i>(This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent)</i></p>
<p>Response:</p> <p>The CBIT Burkina Faso project implemented several gender-responsive measures aimed at promoting inclusive participation, though these were limited in scope. Gender considerations</p>

⁵⁷ The GEF is currently operating under the eighth replenishment period of the GEF Trust Fund covering the period July 1, 2022 to June 30, 2026. The GEF Portal Reporting Guide for FY20 Reporting Process indicates that GEF-6 projects that have yet to map existing indicators to GEF-7 Core Indicators need to do so at MTR stage or (if already there) at the time of the TE. (i.e. not GEF projects approved before GEF-6)

⁵⁸ This is not applicable for Enabling Activities

were integrated into capacity-building activities, ensuring both men and women had access to training on the MRV system and climate reporting tools. For instance, gender-disaggregated data was consistently collected during workshops to monitor participation levels, and specific training sessions were designed to encourage greater involvement from women in technical climate activities.

One of the key gender-responsive actions was organizing workshops that aimed to increase women's technical expertise, particularly in data management and greenhouse gas inventory processes. While participation of women in these activities increased over time, reaching about 33% by 2023, the project faced challenges in achieving gender parity due to the overall underrepresentation of women in technical sectors within Burkina Faso. However, these efforts laid the groundwork for greater gender inclusivity in future climate transparency initiatives, as women's participation in key climate reporting areas was improved.

In conclusion, while gender-responsive measures were undertaken, their impact was modest, but they contributed to raising awareness and increasing women's involvement in climate transparency activities.

Question: What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. *(Any supporting documents gathered by the Consultant during this review should be shared with the Task Manager for uploading in the GEF Portal)*

Response:

The project was classified as low-risk regarding environmental and social safeguards, given its focus on capacity building and institutional strengthening rather than physical interventions. At CEO Approval, a Safeguards Plan was submitted, highlighting the minimal environmental and social risks due to the project's activities, which primarily involved training, workshops, and the development of climate transparency tools. Throughout the project's implementation, these safeguards were effectively monitored, as evidenced in the PIR.

The risk classification, as reported in the latest PIR, remained stable at "low," with no significant environmental or social issues arising during the project. Regular monitoring ensured that potential risks were identified early, and mitigation measures were put in place, though no major risks materialized. Additionally, the project adhered to UNEP's safeguards protocols, ensuring compliance with international best practices for environmental and social management.

Lessons learned from the implementation of the Safeguards Plan emphasize the importance of continuous monitoring and stakeholder engagement to maintain a low-risk profile. The project's focus on non-physical activities, like data management and capacity-building, contributed to its low-risk status, and no major adjustments to the Safeguards Plan were necessary during implementation. Overall, the measures taken were effective in maintaining a safe and responsible project environment.

Question: What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions? *(This should be based on the documentation approved at CEO Endorsement/Approval)*

Response:

The CBIT Burkina Faso project faced challenges in its Knowledge Management Approach, primarily related to the lack of funding but also to a lesser extent coordination and dissemination issues of climate-related data among diverse stakeholders. However, significant progress was made in developing key deliverables, such as training materials, MRV system guidelines, and workshops aimed at building technical capacity on greenhouse gas inventories and climate reporting. One notable outcome was the creation of climate data-sharing protocols and the facilitation of peer exchange activities, which fostered learning across sectors and improved national expertise.

Despite these successes, there were gaps in consistent knowledge sharing, particularly regarding more complex technical aspects, which stakeholders expressed a need to further explore. Overall,

the project strengthened national capacity for climate transparency but highlighted the need for ongoing efforts in knowledge dissemination and deeper technical training.

Question: What are the main findings of the evaluation?

Response:

Institutional Achievements: the project successfully established foundational frameworks, such as the MRV system and climate transparency decree, along with data-sharing protocols that improved coordination among stakeholders and strengthened institutional arrangements for climate transparency.

Capacity Development: training programs increased awareness of MRV systems among diverse stakeholders, creating a stronger foundation for climate reporting. However, these sessions often lacked practical applications and follow-up support, limiting their long-term impact.

Subnational Integration Gaps: data collection at the subnational level, particularly in agriculture and waste, remained insufficient, leading to incomplete national climate reporting. This gap highlights the need for improved regional representation in data systems.

Staff Turnover Issues: frequent changes in focal points disrupted data consistency and institutional continuity, posing challenges to sustaining progress and knowledge retention.

Private Sector Involvement and Gender Inclusion: engagement from the private sector was minimal, partly due to limited understanding of climate transparency benefits. Gender inclusion targets were partially met, with targeted workshops improving women's participation, though broader institutional challenges remain.

Monitoring and Knowledge Gaps: the lack of robust tools for tracking progress on the National Adaptation Plan (NAP) and the absence of a centralized knowledge management system weakened the sustainability and institutional memory of climate actions.

Adaptability to Challenges: despite delays caused by political instability, COVID-19, and security issues, the project adapted through virtual platforms, external collaborations, and stakeholder re-engagement to maintain momentum.

Sustainability Potential: the project laid a strong foundation for climate transparency through operational MRV systems, data-sharing protocols, and institutional frameworks. However, long-term success depends on consistent government commitment, sustained capacity-building, and expanded stakeholder participation.

Table 11: GEF portal inputs

ANNEX XII. IMPLEMENTATION PLAN OF RECOMMENDATIONS

Project Title and Reference No.: Capacity Building for Burkina Faso's transparency system for climate change mitigation and adaptation (GEF ID 10025)

Contact Person (TM/PM): Julien LHEUREUX

	PLANS			
RECOMMENDATIONS	ACCEPTED (YES/NO/PARTIALLY)	WHAT WILL BE DONE?	EXPECTED COMPLETION DATE	REPOSNSIBLE OFFICER/ UNIT/ DIVISION/ AGENCY
Recommendation 1: Strengthen Data Collection Mechanisms and Integrate Subnational Level	Yes	<p>This recommendation is addressed to the national government / Ministry of Environment, Water and Sanitation. The UNEP GEF Climate Mitigation Unit will convey it to the Ministry once the Terminal Review report is completed.</p> <p>This is a rather long-term recommendation (12-18 months), so the UNEP GEF Climate Mitigation Unit will follow up with the Ministry by end of year 2025 to assess the progress on implementing it.</p>	<p>By January 2025 (after validation of the TR report)</p> <p>By December 2025</p>	GEF Climate Mitigation Unit (UNEP) / Ministry of Environment, Water and Sanitation of Burkina Faso
Recommendation 2: Improve Institutional Capacity through Targeted Capacity Building and Long-term Training Programs	Yes	<p>This recommendation is addressed to the national government / Ministry of Environment, Water and Sanitation and other key sector ministries (Agriculture, Energy, Waste Management). The UNEP GEF Climate Mitigation Unit will convey it to the Ministry once the Terminal Review report is completed.</p> <p>The UNEP GEF Climate Mitigation Unit will follow up with the Ministry by mid-2025 and by the end of year 2025 to assess the progress on implementing this recommendation.</p>	<p>By January 2025 (after validation of the TR report)</p> <p>By June 2025 and by December 2025</p>	GEF Climate Mitigation Unit (UNEP) / Ministry of Environment, Water and Sanitation of Burkina Faso
Recommendation 3: Address Private Sector Involvement in Climate Transparency by Enhancing Awareness and Gender Inclusion	Yes	<p>This recommendation is addressed to the national Ministry of Environment, Water and Sanitation and the Burkina Faso Chamber of Commerce. The UNEP GEF Climate Mitigation Unit will convey it to the Ministry once the Terminal Review report is completed.</p> <p>The UNEP GEF Climate Mitigation Unit will follow up with the Ministry by end of year 2025 to assess the progress on implementing this recommendation.</p>	<p>By January 2025 (after validation of the TR report)</p> <p>By December 2025</p>	GEF Climate Mitigation Unit (UNEP) / Ministry of Environment, Water and Sanitation of Burkina Faso
Recommendation 4: Stabilize Focal Points and Strengthen Long-Term Data Collection Protocols	Yes	<p>This recommendation is addressed to the Ministry of Environment, Water and Sanitation. The UNEP GEF Climate Mitigation Unit will convey it to the Ministry once the Terminal Review report is completed.</p> <p>The UNEP GEF Climate Mitigation Unit will follow up with the Ministry by mid-2025 and by the end of year 2025 to assess the progress on implementing this recommendation.</p>	<p>By January 2025 (after validation of the TR report)</p> <p>By June 2025 and by December 2025</p>	GEF Climate Mitigation Unit (UNEP) / Ministry of Environment, Water and Sanitation of Burkina Faso
Recommendation 5: Develop Monitoring and Follow-Up Tools for the National Adaptation Plan (NAP) and Establish a Knowledge Management System	Yes	<p>This recommendation is addressed to the Ministry of Environment, Water and Sanitation. The UNEP GEF Climate Mitigation Unit will convey it to the Ministry once the Terminal Review report is completed.</p> <p>UNEP GEF Climate Mitigation Unit will follow up with the Ministry by mid-2025 and by the end of year 2025 to assess the progress on implementing this recommendation.</p>	<p>By January 2025 (after validation of the TR report)</p> <p>By June 2025 and by December 2025</p>	GEF Climate Mitigation Unit (UNEP) / Ministry of Environment, Water and Sanitation of Burkina Faso

The following is a summary of lessons learned from some of the project's experiences and based upon explicit findings of the review. They briefly describe the context from which the lessons are derived, and the potential for wider application:

Lesson Learned #1:	Early Identification of Budget Gaps Is Critical for Project Success
Context/comment:	The gap between the project budget and planned activities was not adequately addressed at the inception phase, which led to significant challenges for the Project Management Unit (PMU) in meeting the original objectives. Extensive efforts were required to coordinate with other projects and secure additional resources to cover the shortfalls. This proactive effort stretched the PMU's capacity and required continuous outreach. Future projects should ensure that budget realities are openly discussed at the planning stage, and that contingency plans are established to manage any potential shortfalls effectively. An upfront understanding of the financial landscape would allow for better alignment of resources with activities, minimizing mid-project adjustments.
Lesson Learned #2:	Follow-Up Mechanisms Are Necessary to Ensure Training Impact
Context/comment:	While the project conducted multiple training workshops across various sectors, insufficient follow-up mechanisms were in place to assess whether the trainees were applying the knowledge they gained. Without a structured process for evaluating how training was used in practice, the long-term impact of capacity-building efforts remains uncertain. Future projects should incorporate post-training evaluation processes to track the application of skills and ensure that the knowledge transfer is translating into actionable outcomes. Regular check-ins with trained stakeholders can help identify gaps in application and provide opportunities for additional support where necessary.
Lesson Learned #3:	Private Sector Involvement Requires Targeted Strategies and Gender Inclusion

Context/comment:	The project encountered difficulties in effectively engaging the private sector (to a lesser extent with NGOs), largely due to limited workshops and insufficient explanations of the relevance of climate transparency to businesses. Furthermore, the gender strategies implemented within the project did not fully extend to the private sector, leaving a gap in inclusive participation. A more targeted approach, with clearer communication and specific incentives tailored for the private sector, is required in future projects. This should include gender-sensitive outreach strategies that also engage private sector actors, ensuring that both men and women within businesses are equally involved in climate transparency initiatives.
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Lesson Learned #4:	Simplicity of the MRV System Can Drive Focal Point Engagement
Context/comment:	The decision to implement a simple MRV system, based on freeware and the manual upload of raw data, was key to ensuring that the system remained user-friendly and accessible to stakeholders across various sectors. This simplicity helped reduce the workload for focal points and ensured that they remained engaged without being overwhelmed by technical complexities. As a result, the MRV system was fully functional, with regular data entry and updates. Future projects should maintain this approach, ensuring that while the system meets all transparency standards, it is not overly complex, which could discourage engagement from stakeholders.

Lesson Learned #5:	Engaging High-Level Management Enhances Focal Point Effectiveness
Context/comment:	Focal points often lacked the authority and autonomy to fully implement climate transparency measures because their supervisors were not sufficiently informed about the importance of these issues. This resulted in limited capacity for focal points to take decisive action within their respective organizations, reducing the project's overall impact on institutional climate transparency. To address this, structured engagement with higher-level management is critical for future projects. When senior leadership within ministries and relevant sectors is fully involved and made aware of the stakes, they are more likely to support the work of focal points and prioritize climate transparency initiatives. While this was addressed early on during implementation, engaging senior leadership early in the process and all along project implementation will help ensure that climate transparency becomes an

	institutional priority across various sectors. This not only empowers focal points but also enables them to implement climate actions more effectively, with the necessary backing from decision-makers, thus embedding climate goals into the broader institutional framework.
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Lesson Learned #6:	Addressing Budget and HR Constraints with Adaptive Budgeting and Complementary Project Support Leads to Significant Achievements
Context/comment:	Despite facing budget constraints and working with a limited human resource base, the project achieved notable outcomes, such as the successful establishment of the MRV system and key capacity-building activities. Both the PMU and consultants managed their responsibilities efficiently, but the limited resources resulted in short, theory-heavy training sessions and a lack of post-training follow-up. To overcome these limitations, the project demonstrated the importance of adaptive budgeting by reaching out to complementary projects to cover financial shortfalls. This proactive approach helped mitigate the impact of the initial budget gap and allowed the project to meet its core objectives. Future projects should not only focus on adaptive budgeting strategies but also establish partnerships early in the project design phase to secure additional resources when necessary. Ensuring flexible budgeting mechanisms and pre-identified external support can help address financial gaps without disrupting the implementation of activities. At the same time, balancing these resource challenges with more practical, sustainable capacity-building efforts will ensure long-term success.

Lesson Learned #7:	Training Sessions Should Be Practical and Sector-Specific from the Start
Context/comment:	While sector-specific training workshops eventually improved the capacity of focal points, these sessions were introduced too late in the project. Early inclusion of practical, sector-specific training would have strengthened stakeholders' ability to implement MRV processes effectively from the outset. By focusing on practical applications early in the project lifecycle, stakeholders would have had more opportunities to apply their knowledge in real-time scenarios, reinforcing the learning process. Future projects should integrate such training at the very beginning, ensuring that stakeholders understand both the theoretical and practical aspects of climate transparency.

Lesson Learned #8:	Structured Follow-Up Enhances Long-Term Training Impact
Context/comment:	One of the key gaps in the project's training component was the lack of structured follow-up to ensure that trainees were applying the knowledge gained. Without systematic follow-up and support, it is difficult to measure the effectiveness of the training over time. Future projects should include a clear post-training support mechanism to monitor how knowledge is being applied in practice. Regular follow-up sessions, feedback mechanisms, and refresher courses could help solidify the training's long-term impact and ensure that stakeholders remain engaged in the MRV process.

ANNEX XIII. QUALITY ASSESSMENT OF THE REVIEW REPORT

Review Title: Terminal Review of the UNEP-GEF Project Capacity Building for Burkina Faso's transparency system for climate change mitigation and adaptation (GEF ID 10025)

Consultant: Vincent Lefebvre

All UNEP Reviews are subject to a quality assessment by the UNEP Evaluation Office. This is an assessment of the quality of the review product (i.e. Main Review Report).

	UNEP Evaluation Office Comments	Final Review Report Rating
Report Quality Criteria		
<p>Quality of the Executive Summary</p> <p><u>Purpose:</u> acts as a stand alone and accurate <u>summary</u> of the main review product, especially for senior management.</p> <p>To include:</p> <ul style="list-style-type: none"> • concise overview of the review object • clear summary of the review objectives and scope • overall review rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria • reference to where the review ratings table can be found within the report • summary response to key strategic review questions • summary of the main findings of the exercise/synthesis of main conclusions • summary of lessons learned and recommendations. 	<p>Final report (coverage/omissions):</p> <p>Most required elements are included. However, overall review ratings, summary responses to key strategic review questions, and a reference to where the review rating table can be found within the report but are not covered in the Executive summary. Also, the scope of review, i.e., the timeframe, is not clearly mentioned.</p> <p>Final report (strengths/weaknesses):</p> <p>Although a few essential elements (as mentioned above) are missing, the Executive Summary serves as a concise presentation of review analyses, which covers achievements and challenges in a well-balanced manner. It enables readers to understand the gist of the review report. The 'Conclusion' part is also well summarized.</p> <p>Key findings section on availability of outputs under component 1 and 2 should have been shortened and summarized further. Gender and human rights-related dimensions are not covered sufficiently in the Executive Summary.</p>	4
<p>Quality of the 'Introduction' Section</p> <p><u>Purpose:</u> introduces/<u>situates</u> the evaluand in its institutional context, establishes its main parameters (time, value, results, geography) and the purpose of the review itself.</p> <p>To include:</p> <ul style="list-style-type: none"> • institutional context of the project (sub-programme, Division, Branch etc) • date of PRC approval, project duration and start/end dates • number of project phases (where appropriate) • results frameworks to which it contributes (e.g. POW Direct Outcome) • coverage of the review (regions/countries where implemented) • implementing and funding partners • total secured budget 	<p>Final report (coverage/omissions):</p> <p>Required elements of institutional context, purpose of the terminal review, key audience for the terminal review findings are covered. Elements related to project approval, start and end dates of project, results framework contribution to UNEP MTS or POW and project are missing. The project data is available in the Project Identification Table.</p> <p>Final report (strengths/weaknesses):</p> <p>The section is short and concise. More information about the project would have been beneficial. The reviewer highlights project's rationale and background but does</p>	4

<ul style="list-style-type: none"> • whether the project has been reviewed/evaluated in the past (e.g. mid-term, external agency etc.) • concise statement of the purpose of the review and the key intended audience for the findings. 	not describe how the project was framed in the UNEP institutional/programme schemes, i.e., POW, sub-programme, Division, and Branch.	
<p>Quality of the 'Review Methods' Section</p> <p><u>Purpose:</u> provides reader with clear and comprehensive description of review methods, demonstrates the <u>credibility</u> of the findings and performance ratings.</p> <p>To include:</p> <ul style="list-style-type: none"> • description of review data collection methods and information sources • justification for methods used (e.g. qualitative/quantitative; electronic/face-to-face) • number and type of respondents (see <i>table template</i>) • selection criteria used to identify respondents, case studies or sites/countries visited • strategies used to increase stakeholder engagement and consultation • methods to include the voices/experiences of different and potentially excluded groups (e.g. vulnerable, gender, marginalised etc) • details of how data were verified (e.g. triangulation, review by stakeholders etc.) • methods used to analyse data (scoring, coding, thematic analysis etc) • review limitations (e.g. low/ imbalanced response rates across different groups; gaps in documentation; language barriers etc) • ethics and human rights issues should be highlighted including: how anonymity and confidentiality were protected. Is there an ethics statement? E.g. <i>'Throughout the review process and in the compilation of the Final Review Report efforts have been made to represent the views of both mainstream and more marginalised groups. All efforts to provide respondents with anonymity have been made.'</i> 	<p>Final report (coverage/omissions): All required elements covering UNEP's review model/ approach, the review process, data collection, limitations and mitigation strategy and analysis are addressed.</p> <p>Final report (strengths/weaknesses): The section is well elaborated with a lot of required information, which enables readers to easily understand details of review approaches. Strategies that were used to increase the voices, review limitations, and their mitigation measures are also identified properly</p> <p>There is a detailed presentation of primary and secondary data sources.</p> <p>There is mention of efforts made to represents view of both mainstream and more marginalized groups and adherence to UNEG guidelines and UN standards of conduct and anonymity of interviewees. However, at the same time there is weak gender consideration in data collection. The list of people consulted during the review (Annex III in Pages 106 to 107) indicates that only 4 out of 35 interviewed stakeholders were female. Number, number of men/women, and type of respondents are not provided. Reference to Annex III People consulted during the review (in Annex gender of interviewees is indicated) and Annex IV. Documents consulted are missing in the main text.</p>	4
<p>Quality of the 'Project' Section</p> <p><u>Purpose:</u> describes and <u>verifies</u> key dimensions of the evaluand relevant to assessing its performance.</p> <p>To include:</p> <ul style="list-style-type: none"> • <i>Context:</i> overview of the main issue that the project is trying to address, its root causes and consequences on the environment and human well-being (i.e. synopsis of the problem and situational analyses) • <i>Results framework:</i> summary of the project's results hierarchy as stated in the ProDoc (or as officially revised) • <i>Stakeholders:</i> description of groups of targeted stakeholders organised according to relevant common characteristics • <i>Project implementation structure and partners:</i> description of the implementation structure with diagram and a list of key project partners • <i>Changes in design during implementation:</i> any key events that affected the project's scope or parameters should be described in brief in chronological order 	<p>Final report (coverage/omissions): All required elements of the context, objectives and components, stakeholders, project implementation structure and partners, changes in design during implementation, and project financing are addressed.</p> <p>Final report (strengths/weaknesses): Overall, various project information is well presented in this section with sound analysis.</p> <p>In particular, the stakeholder analysis is done extensively, highlighting the role of each stakeholder, although identification of key change agents could have further strengthened stakeholder analysis.</p>	5

<ul style="list-style-type: none"> • <i>Project financing</i>: completed tables of: (a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing 		
<p>Quality of the Theory of Change</p> <p><u>Purpose</u>: to set out the TOC at Review in diagrammatic and narrative forms to support consistent project performance; to articulate the causal pathways with drivers and assumptions and justify any reconstruction necessary to assess the project's performance.</p> <p>To include:</p> <ul style="list-style-type: none"> • description of how the <i>TOC at Review</i>⁵⁹ was designed (who was involved etc) • confirmation/reconstruction of results in accordance with UNEP definitions • articulation of causal pathways • identification of drivers and assumptions • identification of key actors in the change process • summary of the reconstruction/results re-formulation in tabular form. <i>The two results hierarchies (original/formal revision and reconstructed) should be presented as a two-column table to show clearly that, although wording and placement may have changed, the results 'goal posts' have not been 'moved'.</i> This table may have initially been presented in the Inception Report and should appear somewhere in the Main Review report. 	<p>Final report (coverage/omissions): The section addresses the key required elements with a reconstruction of the TOC with focus on assumptions and intermediate state.</p> <p>Final report (strengths/weaknesses): The reformulation of TOC is done robustly, and the details are well elaborated with justifications, which serves as a good basis for many analyses that are required for this terminal review.</p> <p>TOC analysis on gender mainstreaming is also well done, which may add value to the TOC reformulation.</p> <p>However, the section does not elaborate on the overall TOC narrative, including causal pathways, drivers and assumptions.</p>	3
<p>Quality of Key Findings within the Report</p> <p><u>Presentation of evidence</u>: nature of evidence should be clear (interview, document, survey, observation, online resources etc) and evidence should be explicitly triangulated unless noted as having a single source.</p> <p><u>Consistency within the report</u>: all parts of the report should form consistent support for findings and performance ratings, which should be in line with UNEP's Criteria Ratings Matrix.</p> <p><u>Findings Statements (where applicable)</u>: The frame of reference for a finding should be an individual review criterion or a strategic question from the TOR. A finding should go beyond description and uses analysis to provide insights that aid learning specific to the evaluand. In some cases a findings statement may articulate a key element that has determined the performance rating of a criterion. Findings will frequently provide insight into 'how' and/or 'why' questions.</p>	<p>Final report (coverage/omissions): Each criterion and all sub-criteria presented with assessment of evidence and rating.</p> <p>Final report (strengths/weaknesses): Triangulation is also occasionally seen in some parts of the report. However, indication of source of evidence for assessments such as interviews or document review would have been beneficial and made the use of triangulation more evident.</p>	4
<p>Quality of 'Strategic Relevance' Section</p> <p><u>Purpose</u>: to present evidence and analysis of project strategic relevance with respect to UNEP, partner and geographic policies and strategies at the time of project approval.</p> <p>To include:</p> <p>Assessment of the evaluand's relevance vis-à-vis:</p>	<p>Final report (coverage/omissions): Assessment of each sub-criterion is extensively elaborated in the section. However, UNEP corporate indicators, GEF indicators, and global, regional, sub-regional and/or national environmental results' indicators are not referred to in the analyses.</p> <p>Final report (strengths/weaknesses):</p>	4

⁵⁹ During the Inception Phase of the review process a *TOC at Review Inception* is created based on the information contained in the approved project documents (these may include either logical framework or a TOC or narrative descriptions), formal revisions and annual reports etc. During the review process this TOC is revised based on changes made during project intervention and becomes the *TOC at Review*.

<ul style="list-style-type: none"> • Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities • Alignment to Donor/GEF/Partners Strategic Priorities • Relevance to Regional, Sub-regional and National Environmental Priorities • Complementarity with Existing Interventions: complementarity of the project at design (or during inception/mobilisation⁶⁰), with other interventions addressing the needs of the same target groups. 	<p>Alignments to various strategies and priorities are well analyzed and elaborated with proper categorization, but without indication of relevant indicators. It would have been beneficial to specify the MTS and MTS Outcome for MTS 2022-2025 and associated indicators.</p> <p>Relevance to the enhanced transparency framework requirements under the Paris Agreement is included.</p> <p>Detailed overview of existing climate change interventions in Burkina Faso</p>	
<p>Quality of the 'Quality of Project Design' Section</p> <p><u>Purpose:</u> to present a summary of the strengths and weaknesses of the project design, on the basis that the detailed assessment was presented in the Inception Report.</p>	<p>Final report (coverage/omissions):</p> <p>The section presents a summary of the project design covering both strengths and weaknesses of the project design following the UNEP's Criteria Ratings Matrix. All detailed assessment made of key parameters of the project design.</p> <p>Final report (strengths/weaknesses):</p> <p>Both strengths and weaknesses of the project design are well analysed and articulated concisely. The section also identifies 1) the benefits that the strengths of the project design brought to the project implementation and 2) potential remedies that could have improved the project design. While the detailed overview is informative, a summarized assessment with focus on strengths and weaknesses would have been sufficient.</p>	5
<p>Quality of the 'Nature of the External Context' Section</p> <p><u>Purpose:</u> to describe and recognise, when appropriate, key <u>external</u> features of the project's implementing context that limited the project's performance (e.g. conflict, natural disaster, political upheaval⁶¹), and how they affected performance.</p> <p>While additional details of the implementing context may be informative, this section should clearly record whether or not a major and unexpected disrupting event took place during the project's life in the implementing sites.</p>	<p>Final report (coverage/omissions):</p> <p>Relevant key external features are addressed. The concise assessment covers the COVID-19 pandemic, political instability, insurgent groups and security issues, economic and institutional constraints</p> <p>Final report (strengths/weaknesses):</p> <p>The analysis is generally well done from multiple perspectives, covering the COVID-19 pandemic and the government overthrow. The section elaborates well on 1) how these external factors have affected the project performance and 2) how adaptive management of the project has been applied to mitigate the impact.</p>	5
<p>Quality of 'Effectiveness' Section</p> <p>(i) Availability of Outputs:</p> <p><u>Purpose:</u> to present a well-reasoned, complete and evidence-based assessment of the outputs made available</p>	<p>Final report (coverage/omissions):</p> <p>Availability of the outputs is described in detail, including deliverables, causes of achievements and non-achievements, in a narrative format. The timeliness and quality</p>	3

⁶⁰ A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

⁶¹ Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management of the project team.

<p>to the intended beneficiaries.</p> <p>To include:</p> <ul style="list-style-type: none"> • a convincing, evidence-supported and clear presentation of the outputs made available by the project compared to its approved plans and budget • assessment of the nature and scale of outputs versus the project indicators and targets • assessment of the timeliness, quality and utility of outputs to intended beneficiaries • identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability). 	<p>of outputs are also described for many outputs.</p> <p>However, delivered outputs are presented but without indication of indicator baselines and targets.</p> <p>Final report (strengths/weaknesses): Effectiveness analysis is thoroughly conducted and elaborated in the section. In particular, the causes of achievements and non-achievements (including delay) are well analysed. Evidence is also adequately provided for analysis.</p> <p>It is, however, difficult for readers to understand the achievement of outputs/milestones versus the project indicators/targets at first glance because the section does not have summary tables. An indication of the extent to which each sub-output (1.1-1.4 and 2.1-2.8) was achieved is missing.</p>	
<p>ii) Achievement of Project Outcomes:</p> <p><u>Purpose:</u> to present a well-reasoned, complete and evidence-based assessment of the uptake, adoption and/or implementation of outputs by the intended beneficiaries. This may include behaviour changes at an individual or collective level.</p> <p>To include:</p> <ul style="list-style-type: none"> • a convincing and evidence-supported analysis of the uptake of outputs by intended beneficiaries • assessment of the nature, depth and scale of outcomes versus the project indicators and targets • discussion of the contribution, credible association and/or attribution of outcome level changes to the work of the project itself • any constraints to attributing effects to the projects' work • identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability). 	<p>Final report (coverage/omissions): The section describes the achievements and non-achievements of the project outcomes. Responses to strategic questions are also illustrated in very detail.</p> <p>Final report (strengths/weaknesses): Reference to the TOC could have provided stronger evidence for the outcome analysis. It would have clarified causal pathways and credible associations between outputs and outcomes, which are missing in this section.</p> <p>The extent of achievement of project outcome 1 and 2 is assessed but the assessment does not refer to indicator baselines and targets set in the project's logical framework.</p> <p>Responses to strategic questions (SQ 1, SQ 2 and SQ 3) are included in this section.</p>	3

<p>(iii) Likelihood of Impact:</p> <p><u>Purpose:</u> to present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to likelihood of impact, including an assessment of the extent to which drivers and assumptions necessary for change to happen, were seen to be holding.</p> <p>To include:</p> <ul style="list-style-type: none"> • an explanation of how causal pathways emerged and change processes can be shown • an explanation of the roles played by key actors and change agents • explicit discussion of how drivers and assumptions played out • identification of any unintended negative effects of the project, especially on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability). 	<p>Final report (coverage/omissions): Elements required for assessment of likelihood of impact are addressed. The likelihood of impact is described for each sub-category with justification.</p> <p>Justification is well elaborated but the roles played by key actors and change agents are not elaborated on in the section.</p> <p>The project's gender-related initiatives are well highlighted (Paragraphs 259 to 260), mostly covering outputs and outcomes, but the potential impacts of the project on women are only broadly mentioned.</p> <p>Final report (strengths/weaknesses): Table with flow to estimate the likelihood of impact and justification included.</p> <p>A more detailed assessment of each assumption and driver would have been beneficial.</p> <p>Unintended negative effects are not addressed, including effects on disadvantaged groups and gender.</p>	4
<p>Quality of 'Financial Management' Section</p> <p><u>Purpose:</u> to present an integrated analysis of all dimensions evaluated under financial management and include a completed 'financial management' table (may be annexed).</p> <p>Consider how well the report addresses the following:</p> <ul style="list-style-type: none"> • <i>adherence</i> to UNEP's financial policies and procedures • <i>completeness</i> of financial information, including the actual project costs (total and per activity) and actual co-financing used • <i>communication</i> between financial and project management staff 	<p>Final report (coverage/omissions): All three sub-sections are analysed and described, covering required information. The section's assessment is well supported by financial tables in the section and annexed supplementary narratives.</p> <p>Final report (strengths/weaknesses): Project's financial figures are generally well analysed from different perspectives, which enables readers to understand the financial performance of the project. Basic analysis is done, but more evidence could have justified the reviewer's ratings more robustly.</p>	4
<p>Quality of 'Efficiency' Section</p> <p><u>Purpose:</u> to present an integrated analysis of all dimensions evaluated under efficiency (i.e. the primary categories of cost-effectiveness and timeliness).</p> <p>To include:</p> <ul style="list-style-type: none"> • time-saving measures put in place to maximise results within the secured budget and agreed project timeframe • discussion of making use, during project implementation, of/building on pre-existing institutions, agreements and partnerships, data 	<p>Final report (coverage/omissions): Required elements are addressed in the section and analysed with regards to economic efficiency, operational efficiency and timeliness.</p> <p>Final report (strengths/weaknesses): Response to strategic question 4 on COVID-19 related changes included in this section.</p> <p>Multiple perspectives would have been beneficial and enriched the Efficiency analysis. For example, there is limited</p>	4

<p>sources, synergies and complementarities with other initiatives, programmes and projects etc.</p> <ul style="list-style-type: none"> • implications of any delays and no cost extensions • the extent to which the management of the project minimised UNEP's environmental footprint. 	<p>mention of how the project made use of pre-existing facilities and/or synergies with other initiatives.</p>	
<p>Quality of 'Monitoring and Reporting' Section</p> <p><u>Purpose:</u> to present well-reasoned, complete and evidence-based assessment of the evaluand's monitoring and reporting.</p> <p>Consider how well the report addresses the following:</p> <ul style="list-style-type: none"> • quality of the monitoring design and budgeting (<i>including SMART results with measurable indicators, resources for MTE/R etc.</i>) • quality of monitoring of project implementation (<i>including use of monitoring data for adaptive management</i>) • quality of project reporting (e.g. <i>PIMS and donor reports</i>) \ 	<p>Final report (coverage/omissions): All three sub-sections were broadly analysed in the section with the required information.</p> <p>Final report (strengths/weaknesses): Response to GEF portal question 1 on performance of the project's completion against core indicator targets included.</p> <p>Overall, a more robust analysis could have been conducted. For example, a more detailed, specific analysis of indicators could have enhanced an analysis of the quality of the monitoring design.</p>	4
<p>Quality of 'Sustainability' Section</p> <p><u>Purpose:</u> to present an integrated analysis of all dimensions evaluated under sustainability (i.e. the endurance of benefits achieved at outcome level).</p> <p>Consider how well the report addresses the following:</p> <ul style="list-style-type: none"> • socio-political sustainability • financial sustainability • institutional sustainability 	<p>Final report (coverage/omissions): Section provides assessment of each the three dimensions of sustainability with ratings and an overall rating is provided.</p> <p>Final report (strengths/weaknesses): All three aspects are generally well assessed. Inhibiting factors and potential risks are also properly identified for each type of sustainability. Risk mitigation measures and future risk management are also analysed.</p> <p>Direct mention of the extent to which the assumptions fully hold and effect on the endurance of benefits achieved at outcome level would have been beneficial.</p>	4
<p>Quality of Factors Affecting Performance Section</p> <p><u>Purpose:</u> These factors are not always discussed in stand-alone sections and may be integrated in the other performance criteria as appropriate. However, if not addressed substantively in this section, a cross reference must be given to where the topic is addressed and that entry must be sufficient to justify the performance rating for these factors.</p> <p>Consider how well the review report, either in this section or in cross-referenced sections, covers the following cross-cutting themes:</p> <ul style="list-style-type: none"> • preparation and readiness • quality of project management and supervision⁶² • stakeholder participation and co-operation • responsiveness to human rights and gender equality • environmental and social safeguards • country ownership and driven-ness 	<p>Final report (coverage/omissions): All sub-areas are analysed and elaborated in a standalone section. Various GEF portal questions are answered in detail with examples.</p> <p>Final report (strengths/weaknesses): Overall, the analysis is broadly done and described concisely.</p> <p>The analysis of quality of project management and supervision does not distinguish between the project management performance of the executing agency (Ministry of Environment, Water and Sanitation) and the technical backstopping and supervision provided by UNEP. The performance of both parties should be</p>	4

⁶² In some cases 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the executing agency and the technical backstopping provided by UNEP. This includes providing the answers to the questions on Core Indicator Targets, stakeholder engagement, gender responsiveness, safeguards and knowledge management, required for the GEF portal.

<ul style="list-style-type: none"> communication and public awareness 	discussed and a rating provided for both types of supervision.	
<p>Quality of the Conclusions Section</p> <p>(i) Conclusions Narrative:</p> <p><u>Purpose:</u> to present summative statements reflecting on prominent aspects of the <u>performance of the evaluand as a whole</u>, they should be derived from the synthesized analysis of evidence gathered during the review process.</p> <p>To include:</p> <ul style="list-style-type: none"> compelling narrative providing an integrated summary of the strengths and weakness in overall performance (achievements and limitations) of the project clear and succinct response to the key strategic questions human rights and gender dimensions of the intervention should be discussed explicitly (e.g. how these dimensions were considered, addressed or impacted on) 	<p>Final report (coverage/omissions): The conclusions section meets requirements and provides a summarized overview of the project's results, challenges and involvement of key stakeholders, summarized responses to the four strategic questions.</p> <p>Final report (strengths/weaknesses): The section summarizes both achievements and limitations in a well-balanced manner with sufficient details. However, there could have been a reference to major evidence, including data/figures, to make the narrative more compelling.</p> <p>The table with summary of project findings and ratings is well presented and provides detailed summary assessments for each criterion and sub-criteria.</p> <p>Human rights and gender dimensions are not discussed explicitly in the conclusions.</p>	4
<p>ii) Utility of the Lessons:</p> <p><u>Purpose:</u> to present both positive and negative lessons that have potential for wider application and use (replication and generalization)</p> <p>Consider how well the lessons achieve the following:</p> <ul style="list-style-type: none"> are rooted in real project experiences (i.e. derived from explicit review findings or from problems encountered and mistakes made that should be avoided in the future) briefly describe the context from which they are derived and those contexts in which they may be useful do not duplicate recommendations 	<p>Final report (coverage/omissions): The section presents a set of lessons learned with contexts and relevant information.</p> <p>One Lesson learned is relevant to gender inclusion/ mainstreaming.</p> <p>Final report (strengths/weaknesses): Overall, the lessons learned are well-crafted and insightful. Most lessons learned are properly derived from review findings. Some lessons learned are not duplicated but somewhat overlapped with a few recommendations (i.e., Lessons Learned #2/#7 and Recommendation #2).</p>	5
<p>(iii) Utility and Actionability of the Recommendations:</p> <p><u>Purpose:</u> to present proposals for specific action to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results.</p> <p>Consider how well the lessons achieve the following:</p> <ul style="list-style-type: none"> are feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when include at least one recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions represent a measurable performance target in order that the UNEP Unit/Branch can monitor and assess compliance with the recommendations. <p>NOTES:</p> <p>(i) In cases where the recommendation is addressed to a third party, compliance can only be monitored and assessed where a contractual/legal agreement remains in place. Without such an agreement, the recommendation should be formulated to say that UNEP project staff should pass on the</p>	<p>Final report (coverage/omissions): The section presents 5 recommendations in a table format, covering most required information.</p> <p>Final report (strengths/weaknesses): Five recommendations are presented cross-reference to section in the findings chapter in the report.</p> <p>Recommendation #3 is related to strengthening the human rights and gender dimensions of UNEP interventions.</p>	5

<p>recommendation to the relevant third party in an effective or substantive manner. The effective transmission by UNEP of the recommendation will then be monitored for compliance.</p> <p>(ii) Where a new project phase is already under discussion or in preparation with the same third party, a recommendation can be made to address the issue in the next phase.</p>		
<p>Quality of Report Structure and Presentation</p> <p>(i) Structure and completeness of the report:</p> <p>To what extent does the report follow the UNEP Evaluation Office structure and formatting guidelines?</p> <p>Are all requested Annexes included and complete?</p>	<p>Final report (coverage/omissions): The report contains all necessary sections following the UNEP guidelines.</p> <p>Final report (strengths/weaknesses): The report is generally well-structured following the UNEP guidelines. Sound analyses are done across the report. There are no major weak sections across the report.</p>	6
<p>(ii) Writing and formatting:</p> <p>Consider whether the report is well written (clear English language and grammar) with language that is adequate in quality and tone for an official document?</p> <p>Do visual aids, such as maps and graphs convey key information?</p>	<p>Final report (coverage/omissions): The report is well written and formatted in general. Language is adequate and tone is also appropriate.</p> <p>Final report (strengths/weaknesses): The assessments are short and concise. Visual aids, including charts and diagrams, are used across the report where needed.</p>	6
OVERALL REPORT QUALITY RATING		4.3

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1. The overall quality of the review report is calculated by taking the mean score of all rated quality criteria.