

PREPARATION OF THE INITIAL NATIONAL COMMUNICATION FOR THE IMPLEMENTATION  
OF THE UNITED NATIONS FRAMEWORK  
CONVENTION ON CLIMATE CHANGE  
IN COTE D'IVOIRE

EVALUATION REPORT

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1. This enabling activity project has been found to assist Côte d'Ivoire to meet its commitment to the United Nations Framework Convention on Climate Change process by producing and submitting its initial national communication in 2000. The project is appropriate, complimentary and consistent with the climate change core programme and general mandate of UNEP as the United Nations agency responding to global environmental priorities, particularly in developing countries. Implementation of the project helped establish an efficient institutional framework, produced a greenhouse gas emissions inventory, a mitigation assessment report, a vulnerability assessment report and an initial national communication to the Convention on Climate Change.

2. The 1994 inventory shows that Côte d'Ivoire removed 17,901 Gg of CO<sub>2</sub> from the atmosphere and emitted 993 Gg of CH<sub>4</sub>, 4,319 Gg of CO, 6.2 Gg of N<sub>2</sub>O, 158 Gg of NO<sub>x</sub> and 14 Gg of NMVOC into the atmosphere. Using the global warming potential (GWP) concept for the emissions of CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O, Côte d'Ivoire is a net emitter and emitted the equivalent of 4,877 tons of CO<sub>2</sub>. Evaluation by gas is presented below.

#### Carbon dioxide (CO<sub>2</sub>)

3. For CO<sub>2</sub>, the energy sector emitted 4,345 Gg of CO<sub>2</sub>, while the land use, land-use change and forestry sectors absorbed a total of 22,246.47 Gg of CO<sub>2</sub>. Thus, Côte d'Ivoire is a CO<sub>2</sub> sink if the GWP of other gases is not considered. Combustion of bunker fuels in the aviation and marine sub-sectors of transportation was evaluated. A total of 1,000 Gg of CO<sub>2</sub> was emitted.

#### Methane (CH<sub>4</sub>)

4. In 1994, 311.87 Gg of CH<sub>4</sub> were emitted by the energy sector of Côte d'Ivoire. About 156.85 Gg, 103.76 Gg and 420.84 Gg were emitted by the agriculture, land use, land-use change, forestry and waste management sectors respectively. Thus, the waste management sector is the largest emitter of CH<sub>4</sub> in Côte d'Ivoire and accounted for about 42 per cent of the total emissions of this gas in Côte d'Ivoire.

#### Carbon Monoxide (CO)

5. A total of 4,319.15 Gg of CO were emitted from Côte d'Ivoire in 1994. About 56 per cent (2,409 Gg of CO) was from the energy sector, 23 per cent (1,002.24 Gg of CO) from the agricultural sector and 21 per cent (907.86 Gg of CO) from the land use, land-use change and forestry categories.

#### Nitrous oxide (N<sub>2</sub>O)

6. About 6.19 Gg of N<sub>2</sub>O were emitted from Côte d'Ivoire in 1994. The energy sector was the biggest emitter contributing 4.98 Gg or 80 per cent of total emissions. Agriculture, land use, land-use change and forestry sectors produced 20 per cent of the total emissions of N<sub>2</sub>O.

#### Nitrogen Oxide (NO<sub>x</sub>)

7. The energy sector is responsible for the bulk of NO<sub>x</sub> emissions producing 114.15 Gg of NO<sub>x</sub>, about 72.3 per cent of the total NO<sub>x</sub> emissions of 157.8 Gg of NO<sub>x</sub> from Côte d'Ivoire. The agricultural sector produced 17.87 Gg (11.3 per cent) and the land use, land-use change and forestry sectors produced 25.78 Gg (16.3 per cent).

8. Since Côte d'Ivoire is a developing country, it is not required to enter into a commitment to reduce emissions, although current and future policies and measures contained in the national communication will do just that. For the energy sector, the proposed measures focus on fuel substitution, energy efficiency, promotion of renewable energy sources and development of an institutional capacity through the creation of an Ivorian agency for rationalization of energy.

9. Options in the industrial sector entail:
  - (a) Increases in point-use efficiency through introduction of new technologies and changes to other fuels;
  - (b) Introduction of energy audits in industry and implementation of measures to rationalize energy use;
  - (c) Use of energy from biomass and agro-industries and development of cogeneration systems;
  - (d) Introduction of biomass fuels in industry and transportation;
  - (e) Enhancement of production through retrofitting of conditioning equipment and motors.
10. Mitigation measures proposed for the forestry sector primarily concern:
  - (a) Reforestation through creation of new plantations, improved biomass density through enrichment planting and improvement of old-forest plantations;
  - (b) Protection of remaining forests and natural regeneration of degraded forests;
  - (c) Development of green belts around Abidjan, Bouake and other large cities in Côte d'Ivoire.
11. Strategies for reduction of emissions of greenhouse gases in the agricultural sector include improvement in the fertility of soils and their capacity to store carbon.
12. Much of the land area of Côte d'Ivoire is dedicated to agriculture and forestry or is covered by large water bodies. A comprehensive assessment of the impact of climate change and hence the vulnerability of the economy has not been conducted. The preliminary vulnerability and adaptation assessment covers water resources, coastal zones and the agricultural sector. For the water resources assessment, results are considered to be unreliable because of uncertainty in the general circulation model results. Nevertheless, they point to the need for a "minimum regrets" strategy, which would attempt to solve current problems while preparing for additional impact. Rice and maize production were assessed in the agriculture sector. For assessment of the impact of a rise in sea level, the coastal zone was divided into three units: the Ghanaian border to the Agneby River in the east, the Agneby River to the Sassandra River in the central part of the coastal zone and the Sassandra River to Cape Palmas in the west.
13. Policy makers and grassroots-level participants were either absent or played a limited role. Participants were provided with training and analytical tools, and the project contributed to the upgrading of databases of participating institutions. However, sustainability of the process received a low priority.
14. Coordination between UNEP and project management in Côte d'Ivoire was considered to be very good and contributed to the success of project implementation. The establishment of an email link between UNEP and the project coordination team in Abidjan greatly facilitated the day-to-day operational and technical coordination related to project implementation. Problems raised by the national project coordinator were treated with priority. Of course, there were a few cases of delays in action. Experience gained through participation in previous programmes and studies contributed significantly to the successful implementation of the project.
15. UNEP monitored the project through constant communication with the national project coordinator and did not rely on the quarterly progress reports, which were considered to be lacking in detail. The evaluation, however, reviewed the sectorial reports that were sent to UNEP. Minutes of meetings of the project coordination and study teams were not, however, available to the evaluator and were not incorporated in the quarterly progress reports from the project coordinator.
16. The level of technical and financial oversight and backstopping provided by the UNEP project task manager and the fund programme management officer were considered sufficient, although both UNEP and the project coordination team in Côte d'Ivoire expressed the view that at times there were delays in

disbursement of funds and reporting. The national organization structure was excellent, but locating the funds within the Government treasury was sometimes difficult. The technical experts were very dedicated to the project.

17. The major problems experienced during implementation are common in the developing world but efforts should be made by both UNEP and the management team in Côte d'Ivoire to improve the situation in future projects. Experts and institutions that participated in this project should make an effort to include these activities in the routine work of their institutions. At the national level, the Government of Côte d'Ivoire has developed the scientific base to understand the potential impacts of climate change on the national economy, and this information will be useful in future plans and policies. At the global level, the data and information in the initial national communication can be used by assessment and research groups such as the International Geosphere Biosphere Programme Data and Information System, the Intergovernmental Panel on Climate Change (IPCC), the Global Change System for Analysis, Research and Training and the World Climate Impact Assessment and Response Strategies Programme (WCIRP) to increase scientific knowledge about climate change.

18. The evaluation established that the outputs of the project compared favourably with the projected short-term and long-term outputs and results contained in the project document. Four technical studies have been successfully completed and the results of the studies have been used as inputs for development of the initial national communication. A comparison of outputs after implementation of the project and potential project objectives and outputs contained in the project proposal shows that the desired objectives and outputs were produced. However, based on the project coordinator's situation report and discussions with some national project personnel more work needs to be done in the area of public awareness.

### Background

19. A contract to evaluate the project CI/GEF/UNEP "Côte d'Ivoire: Preparation of the initial national communication for the implementation of the United Nations Framework Convention on Climate Change (GF/2200-97-51)" was awarded to the evaluator in August 2001 for completion by 15 September 2001. The evaluation process covered implementation of the project, comparison of the planned and actual project outputs and assessment of results to determine the project's impact. The lessons learned from implementation of the project are highlighted and could be used to improve implementation of future projects in the areas of climate change and to assess the appropriateness of this project in meeting the long-term objectives of UNEP, Global Environment Facility (GEF) and the Convention on Climate Change. One of the potential projects to follow the evaluation process will be a second phase for adaptation of the project in Côte d'Ivoire.

20. This project was implemented for UNEP by the UNEP task manager for climate change enabling activities under the Division of Policy Development and Law (DPDL). In Côte d'Ivoire, the project was executed by the Ministry of Environment and Forests and implemented by Antenne Sud INP-HB under the Department of Environment in Cocody-Danga, Abidjan. The main objective of the project was to prepare the initial communication of Côte d'Ivoire to the Conference of the Parties of the Convention on Climate Change. The evaluation covered UNEP activities to implement this project, including financial and technical backstopping by the fund programme management officer of the UNEP Budget and Financial Management Service (BFMS) and the DPDL task manager for climate change enabling activities.

## I. EVALUATION

21. Under this section of the report, a detailed account addressing paragraphs 1 to 15 of the terms of reference is presented. The Terms of Reference for the evaluation is contained in annex I. Success of implementation is rated from 1 to 5, with 1 being the highest rating and 5 being the lowest rating. For the rating, timeliness in meeting schedules, achievement of results and objectives of the project and sustainability of activities conducted were considered. Each paragraph of the terms of reference is evaluated separately and then an overall rating of project implementation is given and discussed.

A. Appropriateness, complementarity and consistency of the project to core programmes, activities and the role of the United Nations Environment Programme as a Global Environment Facility implementing agency

22. Climate change, biological diversity, international waters and protection of the ozone layer are the core programmes of UNEP. UNEP is one of the main bodies of IPCC and actively participates in the activities of WCIRP. Since the project in question deals with preparation of the national communication of Côte d'Ivoire to the Convention on Climate Change, the project is deemed appropriate to the UNEP core programme of climate change. The project's outputs will feed into the IPCC Working Group II: Impacts, Adaptation and Vulnerability and WCIRP activities.

23. The UNEP DPDL houses the climate change enabling activities programme of UNEP. The enabling activities programme facilitates preparation of initial national communications of non-annex parties to the Convention. Since the main objective of this project was preparation of the initial communication of Côte d'Ivoire, it is consistent with the identified role of UNEP as a GEF implementing agency. The enabling activity task manager provided active support in accessing technical assistance and BFMS facilitated smooth implementation through the provision, coordination and management of financial support.

24. Côte d'Ivoire participated in the United States Country Study Programme. The activities undertaken under the Programme included development of a national inventory of greenhouse gas emissions and assessment of the vulnerability of some sectors of Côte d'Ivoire to climate change. The CI/GEF/UNEP project permitted updating of the national inventory and the vulnerability assessment initially developed under the Programme. This enabling activity also assisted Côte d'Ivoire to identify and evaluate mitigation and adaptation measures that could form a future strategy and action planning process. Inputs from these activities resulted in the initial national communication. These activities generated data to fill gaps in the overall climate change database of Côte d'Ivoire which will be available for future studies. Through this project, a number of additional gaps have been identified. Côte d'Ivoire has gained invaluable experience that should enable it to do a better job in the second phase and when producing its second communication. Through these activities, Côte d'Ivoire is able to meet its commitment as a party to the Convention on Climate Change.

25. The project has also enabled Côte d'Ivoire to develop a pool of experts on climate change issues and a process that brings scientists of many disciplines together to dialogue on national issues that have a regional and global environmental dimension. The sectorial consultants employed to carry out assessments used the analytical tools and methods described in the UNEP Handbook on Methods for Climate Change Impact Assessment and Adaptation Strategies. The participation of a large number of national experts in Côte d'Ivoire in project activities is consistent with the mandate of UNEP for provision of technical assistance and scientific information on which countries can base their decision-making regarding areas requiring urgent environmental management intervention. The scientific and technical expertise gained by nationals will provide policy makers with relevant advice.

26. This project facilitated the holding of technical training workshops to inform and train national experts on the use of analytical tools and methodologies to complete the greenhouse gas inventory and impact assessment. Reports from these workshops provided a good base for the inventory and vulnerability assessment. Since these workshops were for technicians, very little has been achieved in raising awareness of policy makers and local communities about climate change issues.

27. Based on the information contained in the preceding paragraphs, implementation of the project in Côte d'Ivoire was found to be appropriate, complimentary and consistent with core programmes and the UNEP mandate. Implementation was rated as 2 (very good).

28. The outputs of the project were:

(a) A well established and coordinated institutional framework consisting of the project management team and a national study team;

(b) An updated version of the 1994 greenhouse emissions inventory based on the original United States Country Study Programme, using the IPCC/Organisation for Economic Cooperation and Development/International Energy Agency/UNEP 1996 revised guidelines for the preparation of emissions inventories;

(c) A mitigation assessment report containing policies and measures that will contribute to the global effort of meeting the Convention on Climate Change objective of reducing the concentration of greenhouse gases in the atmosphere. Projections of emissions to about 2030 are included in the report;

(d) A vulnerability (impacts and adaptation) assessment report that identifies the most vulnerable sectors and regions of Côte d'Ivoire and how to adapt to potential climate change;

(e) The initial national communication of Côte d'Ivoire to the Convention on Climate Change.

29. According to the activity report covering the period July to December 1998, the institutional framework established for implementation of the project included a national commission, a management committee, the coordination team and a committee of heads of working groups (inventory, mitigation, vulnerability and adaptation, action plan and national communication). During his visit to Abidjan, the evaluator had the opportunity to meet and conduct interviews with some of the members of these groups and committees. The chairman of the committee of heads of working groups, Dr. Yvon Brancart, and the project coordinator, Dr. Kadio Ahossane, were particularly useful in providing information and arranging for distribution of the questionnaires and interviews with other members of the committee and study team. The cohesive nature of the group and dedication of members of the study team have not been found in other countries visited by the evaluator. Based on the evaluation of the output of the national study team, it is my assessment that the institutional framework was very efficient and effective in managing the project.

30. Unfortunately, the evaluator did not have access to the full inventory, mitigation assessment and vulnerability reports. The information based on the inventory and reported in the initial national communication was of a high quality. The instructions from the IPCC guidelines and methodology on the development of national inventories were carefully followed and implemented. The worksheets annexed to the national communication contained most of the required data and information. The results clearly indicated the major sources and sinks of greenhouse gases in Côte d'Ivoire, and the information is very useful for the development of future policies and mitigation measures because the targets can be easily identified. Mitigation options were identified for industry, energy, forestry, agriculture and rural areas. Projection of emissions was conducted for the energy, forestry and waste management sectors. The identified measures included:

(a) For the industrial sector:

(i) Substitution of fuel oil by natural gas and renewable energy;

(ii) Phase-out of chlorofluorocarbons;

(iii) Strengthening performance and promotion of research and development.

(b) For the energy sector:

(i) Switching from fuel oil to natural gas, hydraulic energy and other renewable energy resources;

(ii) Promotion of energy efficiency through upgrading of equipment.

- (c) For the forestry sector:
  - (i) Development of regulatory measures to combat deforestation;
  - (ii) Promotion of awareness and education of local communities;
  - (iii) Carbon sequestration through rehabilitation of degraded lands;
  - (iv) Development of shelter and green belts.
- (d) For the agricultural sector, enhance awareness and education;
- (e) For the rural areas:
  - (i) Rural electrification using renewable energy;
  - (ii) Development of infrastructure.

Most of the measures identified will be useful for the sustainable development of Côte d'Ivoire.

31. The vulnerability of the coastal zone, water resources and forestry sector of Côte d'Ivoire has been assessed. The assessment indicates that with a 0.5 metre sea level rise, about 471 square kilometres of land may be lost. This increases to about 924 square kilometres and 1,350 square kilometres for a 1-metre and 2-metre rise in sea level. Besides loss of land, other impacts include the flooding of swamps and marshes, saline intrusion in estuaries and ground water aquifers, changes in the hydrological regimes of rivers, bays and lagoons, and modification of intertidal zones. Infrastructure that is particularly vulnerable are the tourism assets (hotels, kiosks), harbours, airports and fisheries installations. With an increase in temperature, models project a reduction in water resources in the northern savannah zone of Côte d'Ivoire. This will lead to a reduction in the production of electricity from dams and impact on the productivity of rain-fed agriculture. Various adaptation strategies are suggested for the coastal zone, including shoreline protection. For water resources, strategies include development and implementation of policies and strategies leading to the coordination of the watershed activities in a holistic manner, water conservation, use of inter-basin transfer of water, control of aquatic pollution and enhancement of the efficiency of irrigation systems. The identified impact of climate change and Côte d'Ivoire's limited adaptive capacity make the national economy very vulnerable. The quality of the vulnerability and assessment report is high, and the information it contains is useful as it specifies the potential direction of the economy under a changing climate. This output (vulnerability and assessment report) is very useful.

#### C. Comparison of implemented project outputs with overall objectives and outputs contained in project proposal

32. In the project document approved in May 1998, the overall objectives were to:
- (a) Facilitate the preparation of the initial national communication of Côte d'Ivoire to the Conference of the Parties of the Convention on Climate Change;
  - (b) Enhance national scientific and technical capacity and reinforce Côte d'Ivoire's institutional framework.
33. The potential results of the project as contained in the project document were:
- (a) Establishment of and capacity-building for project management team and national study team;
  - (b) A critically reviewed and comprehensive greenhouse gas inventory;
  - (c) Preparation of the comprehensive national mitigation strategy for the national communication;

(d) A comprehensive vulnerability and impact assessment for various sectors based on established procedures;

(e) Enhanced capacity of the national development planners and policy and decision makers to integrate climate change concerns into planning;

(f) Enhanced public awareness at all levels and in all villages and districts of the country;

(g) Initial national communication of Côte d'Ivoire.

34. Based on the project coordinator's situation report for the period 1 July 1998 to 31 December 2000 and discussions with national project personnel proposed outputs (e) and (f) were not fully achieved.

#### D. Relationship of project outputs to the identified needs and problems of Côte d'Ivoire

35. According to paragraph 70 of the project proposal document, the training of project management, national study teams, planners and decision makers was a high priority. Paragraph 78 of the project proposal gave the rationale for requesting assistance to enable Côte d'Ivoire to fulfil its reporting requirements under the Convention on Climate Change. The outputs achieved enabled Côte d'Ivoire to submit its initial national communication in November 2000. Reinforcement of the capacity of the project management and national study teams was also achieved. Based on the foregoing information, implementation of this activity was rated as 2 (very good).

#### E. Measurement of the contribution of the first activity of the project to preparation of the initial national communication of Côte d'Ivoire to the Convention on Climate Change

36. The first activity of the project was the establishment of the project management and national study teams. Both of these teams were established early in the implementation of the project under the auspices of the Department of Environment. The project management team was headed by the Ministry of Environment and Forests and included a highly qualified and knowledgeable project coordinator. As the former director of the Department of Environment, he had first hand knowledge of the country's and region's environmental issues. The national study team was composed of a committee of working groups and 15 consultants, responsible for five tasks (inventory, vulnerability, mitigation, action plan and national communication). The chairman of the committee, Mr. Yvon Brancart, was from the private sector, which gave the Ivoirian study team a good mix of public and private sector institutions. Both teams had been trained in management and execution of analytical tools for environmental studies. The leadership provided by the national project coordinator was very important in the success of the project. However, due to constraints related to delay in acquiring analytical tools, lack of documentation on the tools and inadequate experience of national consultants and the project coordinator in executing some of the tools, implementation was affected. Implementation of this activity was rated as 3 (good).

#### F. Assessment of the level of public involvement in the project

37. Stakeholders were drawn from the public and private sectors of the national economy. However, in view of the level of implementation, most of the stakeholders were technocrats or academics. Most of the participating institutions and individuals were based in Abidjan. As is common in most developing countries, there was a gender imbalance because most of the participants involved in project implementation were men. A strong network of these technocrats and academics has been built, and there was an exchange of data and information. There were very few policy makers and no grassroots level representatives because activities were mostly research oriented and focused on quantifying the industrial sources of greenhouse gases.

38. During the implementation of the project, the project coordinator and other members of the implementation teams participated in the UNEP/World Meteorological Organization (WMO) IPCC process and the Convention to Climate Change activities. Prior to this project, members of the team participated in the CC: Train project and the United States country studies programme, which played a significant role in

building capacity, developing local experience in greenhouse gas inventories and other areas of specialization. In addition, the project coordinator and a number of local resource persons under the UNEP/GEF project conducted several workshops to enhance public awareness about climate change. Industrialists supplied activity data to consultants and this data was used in the initial national communication.

G. Identification of lessons learned and provision of recommendations on how involvement could be improved in future projects

39. During implementation of the second phase (adaptation), efforts should be made to involve more institutions and individuals outside the capital. As this stage is likely to emphasize sensitization and public awareness issues, grassroots-level communities should be involved. Project management and coordination teams should include community-based organizations and non-governmental organizations that have experience in communicating with the local people in the local languages.

40. Bureaucratic regulations and procedures are often responsible for delays in project implementation and affect the participation and involvement of individuals and groups. Given that the study used only technocrats and academics and that there was gender imbalance during implementation, implementation of this activity was rated as 3 (good).

H. The role of the project in building the capacity of participating institutions and the sustainability of benefits

41. According to the completed questionnaire and the interviews with some stakeholders, particularly the consultants, the project provided the staff of the participating institutions with training and analytical tools relating to the assignment meted out to them by the project management and coordination teams. The project helped upgrade the databases of the participating institution as additional data was collected to meet the requirements of the accomplishment of the tasks in producing the required outputs. Sustainability of the process of reporting to the Convention on Climate Change is essential. Despite the fact that members of the study team were very dedicated, there were no plans developed to continue the activities after completion of the project. What obtains now is that the assessments are conducted only when there is a project. The implementation success of this activity was therefore, rated as 3 (good) on the basis of the scale provided in the evaluator's terms of reference.

I. Effectiveness of the assistance provided by the United Nations Environment Programme and useful lessons learned that might be of help in the future

42. UNEP, through the task manager for enabling activities and with support from regional and international institutions such as the UNEP Collaborating Centre on Energy and Environment (UNCCEE), Risoe, Denmark, provided technical assistance consisting of effective information (project design guidelines) and coordination in the development of the project proposal, information and analytical tools (CC:INFO, CC:TRAIN, UNEP Handbook, Operational Guidelines, biophysical models, GCM Outputs, etc.) to conduct the various studies, and effective monitoring and evaluation of the implementation process. The national project coordinator in the project management unit of the Ministry of Environment and Forests was satisfied with the support from UNEP, because the UNEP task manager for enabling activities was always ready to assist, when called upon during the implementation stage of the project.

43. Communication between the national project coordinator and UNEP staff was regular and both parties had first-hand knowledge of any requirements and constraints in implementation. Reactions to problems and constraints raised by the national project coordinator were treated with priority, although there were few cases when delays in action were experienced. Recently, communication between the project coordinator and UNEP was only through the Internet and email systems. Response was only possible if the addressee opened his email. This was mainly due to financial constraints the project coordinator was facing as a result of a lack of cash flow from the treasury to the project.

44. BFMS and the Division for Global Environment Facility (DGEF) in UNEP provided the financial management backstopping to the project management in Côte d'Ivoire. As an enabling activity, the incremental cost of the project was fully met by the donor. The project budget was realistically estimated by the Department of Environment of Côte d'Ivoire, critically reviewed by UNEP and finalized by the Ivorian Environment Department and UNEP.

## II. LESSONS LEARNED

45. The following lessons were drawn from activity reports, the questionnaire and interviews with project staff.

46. UNEP was efficient in providing material and technical support to the national project coordinator and project management team in Abidjan despite the fact that project start-up period was delayed and the project implementation period was shorter. The national project coordinator exercised effective leadership. The success of the project is largely due to the considerable support from UNEP and the national project coordinator's leadership qualities. However, according to information given in the completed questionnaire, the consultants experienced some problems in executing some of the biophysical models for climate change impact assessments due to inadequate training and documentation on the models and limited expertise in modelling climate change. The project coordinator was expected to provide technical backstopping but, as is the case with all coordinators of climate change projects, he did not possess the required technical knowledge and expertise in all the sectors and analytical tools being used. He contributed effectively in areas of the study on which he had knowledge and expertise. In other areas, he tried to obtain external assistance and was, in most cases, successful.

47. The Web contains downloadable analytical tools with full documentation. Most of the tools can be downloaded free of charge, while others cost from US\$ 19 to about US\$ 500. It is recommended that the project coordinator make good use of the Web to download tools with documentation and buy others. Some scientists in the region have developed expertise in executing biophysical models and General Circulation Model outputs. Some of these have excellent hands-on exercises that are easily followed. It is recommended that the project coordinator request the services of these experts. The success achieved was rated as 2 (very good).

48. In the period 1993–1994, Côte d'Ivoire participated in United States Country Study Programme. A national inventory of greenhouse gas emissions was developed, a vulnerability study was conducted and mitigation measures were assessed, particularly for the waste management sector. An institutional framework was set up to implement these activities. Most of the experts that participated in the study have either left the country or are engaged in activities that limit their participation in similar activities. Some of the experts, however, were available to participate in the current enabling activity project. New members of the team were able to tap the experience gained by these colleagues during the Programme. Good use has been made of the data and information that were generated during that study. Team members had access to the biophysical models and GCM outputs that were supplied under the Programme. Materials from CC:INFO and CC:TRAIN were available and used in media campaigns on television, in the print media and during open days, such as the national environment day and the World Meteorological Day. The project coordination team translated non-French literature to French and appeared regularly on television to disseminate information on climate change to the public. Much use was also made of the materials and information generated during phase I of the UNEP/UCCEE project on the economics of greenhouse gas limitations. Reports produced under these programmes and projects formed the main databases of the initial national communication.

49. According to the project document and the completed questionnaires, some climate change projects have either come to an end or were ongoing at the start of implementation of the current project. Except for the United States Country Study Programme, most of these were being implemented with UNEP input. Data, information and documentation from these activities were useful to the study team and project coordination. There was synergy between these studies and the national communications project. Some of the activities to be conducted under the national communications project were rudimentarily completed under the previous studies. These needed to be updated under the national communications project. Some of the members of the study under the current project gained experience in conducting the activities and only

needed some enhancement in capacity to do a better job. There was also synergy in the growth in the understanding of climate change in Côte d'Ivoire based on participation in these past activities and participation in both regional and international climate change forums. The extent to which the implementation of this project benefited from previous similar activities can be rated as 2 (very good).

50. On the day-to-day implementation of the project, the UNEP project task manager and other relevant staff of UNEP communicated directly with the national project coordinator. During the second quarter of 2001, the national coordinator had access to only email facilities in his house as all other international telecommunication facilities in the office were not operating. The main reason was that the budget of the Government had not been approved at that time and since the project funds were located within the government treasury, project management had no access to the funds to settle telephone bills.

51. According to the project document, the UNEP task manager in cooperation with the Department of Environment in Côte d'Ivoire was to undertake a desk evaluation and mid-term evaluation (paragraph 85 of project document) of the project through completion of a UNEP self-evaluation fact sheet countersigned by the Department of Environment and distributed to GEF project management and coordination teams and appropriate units within UNEP. No information on the self-evaluation fact sheet was received. The mid-term evaluation was not mentioned in any of the documents received nor in the completed questionnaire. The present evaluation report is expected to be the final report that is produced to meet the requirements of the monitoring and evaluation processes as stipulated in the project document.

52. The printed and published copy of the initial national communication of Côte d'Ivoire was expected to carry the UNEP logo together with that of supporting organizations publishing the report and to acknowledge GEF as the source of project funds (paragraph 94 of project document). However, the version submitted to the Convention on Climate Change secretariat did not carry the UNEP logo but contained an acknowledgement of GEF funding.

53. The activities of the project management, coordination and study teams involved regular meetings to report progress on implementation. Minutes of these meetings were, however, not available to the evaluator, but the national coordinator confirmed that these had been prepared and distributed regularly to all members although not sent to UNEP. However, the information was to be incorporated in the quarterly progress reports from the project coordinator. Only the 1999 progress and activity reports from the project coordinator were provided to the evaluator. On the other hand, the project coordinator was of the view that all reports that were supposed to be sent to UNEP had been submitted.

54. The evaluator did not receive the reports on the workshop conducted and the reports on the inventory, vulnerability, mitigation and strategy and action plan. However, in the documents received from the UNEP enabling activities task manager there was a reference to those reports. There appears to have been an oversight by the Côte d'Ivoire teams in making these reports physically available to the evaluator, despite the fact that information on all of the reports was available.

55. During the evaluation process, a questionnaire designed by the evaluator was sent to a number of key UNEP staff by email on two occasions. No questionnaire, however, was returned to the evaluator from the UNEP staff. The task manager for enabling activities sent documentation consisting of activity reports, financial statements and requests for funds. According to the terms of reference of the evaluation, information was to have been collected from UNEP staff by telephone, email or visit to UNEP headquarters in Nairobi. However, because the initial payment for the evaluation has not yet been paid, travelling to UNEP headquarters was impossible. The draft of this evaluation report was sent to all the addressees that received the questionnaire in United Nations Environment Programme (UNEP), as well as to the project coordinator and chairman of the study team in Côte d'Ivoire. Comments were received from the task manager and the chief of the UNEP Evaluation and Oversight Unit. These comments have been incorporated into the final report.

56. Locating and managing project funds within the government treasury has the disadvantage of delaying project implementation as the Government may fall back on the funds during financial crises. Project funds may not be available at the time they are needed because of delays in budget approval at the national level. Fast and reliable telecommunication facilities are necessary for timely and effective implementation. It should be borne in mind that telecommunications are very expensive in the developing world. Connection to

email services may be unbelievably expensive due to browsing and downloading. A proper filing system is required to keep important project documents and outputs.

57. Based on the information given above, the monitoring and evaluation systems developed to supervise the implementation of this project can be rated as 3 (good). The project team coordinator assumed that incorporation of minutes of meetings of his teams did not have high priority, a fact which may have been influenced by the heavy responsibility on his shoulders.

58. According to the UNEP organization structure, technical oversight and backstopping are provided by the UNEP project task manager (paragraph 90 of project document) located in the Division of Policy Development and Law, while financial oversight was provided by a Fund Programme Management officer within the UNEP Fund Programme Management Branch. Details of transactions are given in paragraph 91 of the project document. According to the project document and the completed questionnaire, all project funds were transferred to the national bank account in Côte d'Ivoire established for the project. This is standard procedure for UNEP. Both parties followed these details but delays in disbursement of funds and reporting were still experienced due to other constraints within the system. They expressed the view that those delays could have been avoided and should be improved in future projects. UNEP did provide the required technical assistance to the country study team in Côte d'Ivoire, using a number of the national experts that had participated in previous UNEP projects. The organizational structure and financial and management systems put in place for the project were found to be very effective and can be rated as 2 (good).

### III. TECHNICAL AND OPERATIONAL CONSTRAINTS ENCOUNTERED DURING PROJECT IMPLEMENTATION

59. According to the national project coordinator and based on the completed questionnaires received from some members of the national study team (although the questionnaires did not elaborate on the major causes of these delays), the major constraints experienced during implementation included the following:

- (a) Delay in the initially planned start of the project;
- (b) Delay in disbursement of funds;
- (c) Delay in obtaining the analytical tools to be used in the sectorial studies;
- (d) Inadequate expertise in the execution of these tools and the lack of documentation.

60. According to information received from the UNEP task manager, the delay in transfer of the first cash advance to the country was due to banking arrangements in the country and late receipt of the signed document from the country. Following are the details:

- (a) The project was approved by GEF on 26 March 1998;
- (b) The Government of Côte d'Ivoire was sent a budget in UNEP format for approval on 30 March 1998;
- (c) In the absence of a response from the Government on the budget, UNEP prepared the project document and sent it on 14 April 1998 for signature;
- (d) The Government signed the cover sheet on 4 May 1998 and sent it by courier and that was received within a week;
- (e) The UNEP task manager sent the request to GEF for a transfer of the first instalment on 6 May 1998;
- (f) The Government appointed a part-time project coordinator on 28 May 1998;

(g) UNEP received confirmation from its bank that money was transferred on 4 June 1998 and a copy of the confirmation voucher was sent to Côte d'Ivoire;

(h) The Government of Côte d'Ivoire confirmed on 6 August 1998 that money was received by its bank.

61. Since no questionnaires were returned by UNEP staff, there was no information on constraints identified by the project coordinator and the national team. As a large and diverse number of disciplines were involved in the implementation of the project, with some people working at a faster rate than others, timely completion of the project was impossible. The output from some sectors was needed as input to the work of others. There were considerable delays therefore as some sectors waited for others to complete their work. These constraints are very common in the developing world, and it will take time to overcome them. It is, however, necessary that experts and institutions that participated in this project make an effort to include these activities in the routine work of their institutions. Expertise should be expanded to other colleagues for sustainability. On the basis of timeliness, completion of activities and sustainability as guiding principles for the rating, implementation of issues under this paragraph can be rated as 4 (satisfactory).

#### IV. MEASURES INITIATED TO INTEGRATE RESULTS AND RECOMMENDATIONS OF THE INITIAL NATIONAL COMMUNICATION INTO NATIONAL POLICY-MAKING

62. The initial national communication identified potential mitigation and adaptation measures to address climate change in the future. However, based on the information in the national communications, the project management, coordination group and study team still have a lot of work to do. Socio-economic evaluation of the identified measures needs to be conducted fully. Measures that prove to be economically and environmentally feasible will have to be developed further. The fully developed measures will have to be included in a well-developed national climate change strategy and action plan. As a developing country, Côte d'Ivoire may find it costly to go through the process of developing a comprehensive national climate change strategy and action plan. Since this activity is very important in the implementation of the Convention on Climate Change, it is recommended that during the second phase, the teams look at other sectorial policies and regulations and try to fit in climate change issues and make those policies and regulations compatible with climate change issues. Based on the fact that it is too early to determine how Côte d'Ivoire has integrated the identified measures into policy and decision-making processes and plans and that there is limited expertise in translating climate change science into policies and plans, implementation of this activity can be rated as 3 (good).

#### V. POTENTIAL OF THE PROJECT TO FURTHER THE OBJECTIVES OF RELEVANT GLOBAL, REGIONAL AND NATIONAL ENVIRONMENTAL ASSESSMENTS, POLICY FRAMEWORKS AND ACTION PLANS AND TO STRENGTHEN THE UNITED NATIONS FRAMEWORK CONVENTION ON CLIMATE CHANGE

63. At the national level, the Government of Côte d'Ivoire has developed the scientific basis of an understanding of the potential impact of climate change on the national economy. The information will be very useful in future plans and policies. It is clear that further work needs to be done to educate politicians and policy makers so that they can incorporate current knowledge about climate change into the national development plans. In this way, Côte d'Ivoire will be in a position to formulate the steps it intends to take to meet its commitments under the Convention on Climate Change.

64. All parties to the convention are required to prepare and submit an initial national communication. Not all countries, however, have had the opportunity and experience to develop an initial national communication. Some countries will make use of the expertise gained by the consultants in Côte d'Ivoire. At the global level, the data and information contained in the initial national communication of Côte d'Ivoire can be used by assessment and research groups such as the IGBP, IPCC, START and WCIRP, to enrich scientific knowledge on climate change. The project has also helped create better communication links between Côte d'Ivoire and international agencies working in the area of climate change and has enhanced the technical and institutional capacity of Côte d'Ivoire to address climate change issues in the future. From

the operational side, the experience of UNEP and the national study team will enable UNEP to design and implement more effective projects in the areas of climate change that are better suited to the national technical and institutional circumstances of any given country.

65. The initial national communication proposes several possible projects in the area of climate change. Using the experience gained through this project, implementation of future projects will be backed by better trained technical staff and sound institutional arrangements. The communication links with UNEP established through this project are not likely in the future to experience the teething problems that this project has encountered. Based on the foregoing the success in this activity can be rated as 2 (very good).

#### VI. EVALUATION OF THE ACTUAL RESULTS OF THE PROJECT COMPARED WITH THE LONG-TERM AND SHORT-TERM RESULTS IDENTIFIED IN THE PROJECT DOCUMENT

66. An effective and efficient institutional framework for implementation of the project was set up as defined in the project document. The institutional framework consisted of a national commission, a management committee, a coordination team and a committee of heads of working groups (inventory, mitigation, vulnerability and adaptation, action plan and national communication). The four technical studies on greenhouse gas emissions inventory, greenhouse gas mitigation, the vulnerability and adaptation and the strategy and action plan were successfully completed. The results of the studies were used as inputs to the development of the initial national communication of Côte d'Ivoire.

67. A comparison of outputs after implementation of the project and potential project objectives and outputs as contained in the project proposal shows that the project was successfully implemented and the desired objectives and outputs attained. However, based on the project coordinator's situation report for the period July 1998 to December 2000 and discussions with some national project personnel proposed outputs (e) and (f) were not fully achieved. These could be considered during the implementation of the second phase of the project. An effective and efficient institutional framework for the implementation the second phase of the project was set up as defined in the project document. Hence, implementation of this activity can be rated as 2 (very good).

#### VII. THE EXTENT TO WHICH GENDER CONSIDERATIONS WERE INCORPORATED INTO THE TECHNICAL AND OPERATIONAL ASPECTS OF THE PROJECT

68. As already pointed out, there was gender imbalance in the implementation of the project. At both the management and operational levels of implementation, there were more males than females. This is not, however, uncommon in developing countries, particularly in Africa. The problem is rooted in the continent's educational systems. Until recently, education of females was not a priority and in the past girls had a special line of education and jobs (clerical and secretarial services) to follow. Hence, not many female workers can be found in high positions in technical and scientific fields. This has begun, however, to change drastically as educators and employers now give priority to female candidates. Based on the above facts, the implementation of this activity was rated as 3 (good).

#### VIII. CONCRETE SUGGESTIONS OR RECOMMENDATIONS THAT MAY BENEFIT FUTURE UNITED NATIONS ENVIRONMENT PROGRAMME/GLOBAL ENVIRONMENT FACILITY PROJECTS

69. The following recommendations are based on the discussions held with project management and coordination teams, some members of the national study team in Côte d'Ivoire and questionnaires received from respondents. A critical look at the documentation provided by UNEP would also be valuable.

70. Some gaps in the database, technical expertise, public awareness and sensitization are apparent in the national communication of Côte d'Ivoire. It is recommended that the activities of the second phase be undertaken to fill these gaps. During the second phase there should be intensive and extensive public awareness and sensitization campaigns aimed at policy makers and local communities

71. During his visit to Abidjan, the evaluator observed some constraints in accessing project funds, which were due to the fact that project funds were held by the government treasury. In view of this, the project management and coordination team had been unable to access the funds since the government budget had not been discussed and approved. The team could not fulfil most of its commitments during this period. Nevertheless the project coordinator felt comfortable with that arrangement. In the interest of other project staff and future project implementation, it is recommended that the funds be managed directly by the

coordinator and in the case of control measures, all transactions be coordinated and managed by three institutions (a project coordinator and representatives of the Ministry of Environment and Department of Environment).

72. For an assessment of the vulnerability of the major sectors of the economy, only coastal resources, water resources and forestry were studied. Other sectors that could have been studied and reported on include agriculture, fisheries, rangelands and livestock, and biodiversity, which are equally important to the national economy. The study team may have been restricted by time and inadequate expertise in assessing the impact of climate change. For the second phase and the second national communication, the capacity of the study team should be enhanced through training and the provision of additional analytical tools to conduct vulnerability adaptation assessment in these sectors.

73. It is possible to incorporate the data collection and assessment processes into the routine activities of the institution, thus making the process sustainable after the end of the project. Entering into an agreement with the participating institutions is one way of encouraging sustainability. In the agreement, project management team and the institutions concerned define and agree on the objectives and activities of the tasks to be carried out. The needs of the institution to carry out the assigned tasks are also defined. It is strongly recommended that the project management team enters into an agreement with key institutions participating in the implementation of the climate change convention.

74. Sustainability of the institutional framework that has been set up will be achieved if the teams are actively engaged in climate change activities most of the time. Pilot studies and continuous awareness activities would help achieve the goal of keeping teams together. This was the opinion of many of the persons interviewed.

75. There are many downloadable analytical tools with full documentation on the Web. Most of the tools can be downloaded free of charge while some have charges ranging from US\$ 19 to about US\$ 500. It is recommended that the project coordinator make good use of the Web to download tools with documentation and should pay for the supply of those that need to be purchased.

76. Some scientists within the region have developed expertise in executing biophysical models and GCM outputs. Some of these regional experts have developed excellent hands-on exercises that can easily be executed after the initial training or consulting services. It is recommended that the project coordinator request the services of these experts in order to enhance the capacity of the members of the national study team.

77. As is the case with most developing countries, climate change issues have not been considered in national development plans. Most development plans focus on national economic development and the alleviation of poverty, although these are linked to climate and climate change. It is important that UNEP and Côte d'Ivoire, using experience and outputs from this project, formulate projects that integrate climate change activities under the Convention on Climate Change into Côte d'Ivoire's national development policies and plans.

78. The initial national communication, in its chapter VIII, put forward a number of project ideas. The merits of these suggestions need to be further assessed and developed into actual projects that could be implemented by both UNEP/GEF and Côte d'Ivoire. At the same time, Côte d'Ivoire should look for ways and means of sustaining the expertise developed by this project.

79. As far as the project time frame is concerned, the period between the date of approval and the initial workshop was relatively long. As explained above, this was not the fault of UNEP but rather that of the country.

80. It can be seen from the list of staff participating in the management, coordination and consultations in sectorial studies that economists were absent. The assessment of mitigation and adaptation measures cannot be completed without sound economic analysis of the feasibility of the measures and cost effectiveness of projects to implement those measures. Furthermore, Côte d'Ivoire is currently facing a number of social and economic problems. Without a clear cost-benefit analysis of some of the proposed climate change policies and measures, it is difficult to convince the Government to implement some of the policies and measures. For this reason, some of the measures identified in the national communication need to be reviewed to make them attractive to donors. It is recommended that economists be encouraged to join the national climate committee and participate in climate change activities. For the final product to have an impact on policy, it has to be comprehensive and presented in a way relevant to the current national economic issues relating to local communities.

81. Information in the national communication on the strategy and action plan was inadequate. Côte d'Ivoire should come up with a project proposal to develop a comprehensive national strategy and action plan. In this proposal, public awareness and sensitization campaigns geared to all sections of the population should be key objectives. It is strongly recommended that the project document clearly mandate UNEP to guide the development of such a strategy in Côte d'Ivoire. At the same time, the constraints the country might face in trying to come up with an appropriate policy framework for climate change should be spelt out. If a cost-benefit analysis were carried out on policy options, this would help allay some of the misgivings of politicians with regard to incorporation of current knowledge on climate change in their strategic planning.

82. Of the 14 items discussed and rated, seven carry a success rate of 2 (very good), six carry a success rate of 3 (good) and only one carries a success rate of 4 (satisfactory). Given that UNEP and project management have little influence over the recruitment of female experts in the various teams responsible for implementation and since the educational system has been the root cause of gender imbalance in developing countries, particularly in Africa, it is fair to rate the implementation success of the national communications project in Côte d'Ivoire as 2 (very good).

## IX. CONCLUSIONS

83. As a developing country located in the most vulnerable continent of the world, it is no surprise that Côte d'Ivoire has worked to make implementation of this project a success. The technicians have generated scientific and technical information and data that can be communicated to the policy and decision makers and local communities to sensitize them on the impact of climate change on the national economy. These technicians, however, need to fill in the gaps in data and reduce the uncertainties in the information generated by them. The technicians also need more capacity to translate results into policy. This will entail involvement of all levels of the population in the process, a factor which needs to be emphasized in the second phase of the enabling activity of the project that should be approved for implementation in the shortest time possible.

TERMS OF REFERENCE FOR THE EVALUATION OF THE UNEP/GEF PROJECT

“COTE D’IVOIRE: PREPARING INITIAL NATIONAL COMMUNICATIONS TO THE UNFCCC”  
(GF/2200-97-51)

Under the guidance of the Chief of the Evaluation Unit and in close collaboration with the UNEP/Global Environmental Facility (GEF) Executive Coordinator and the UNEP Task Manager for Climate change Enabling Activities, the evaluator shall undertake a detailed review and evaluation of the UNEP/Global Environmental Facility (GEF) project Cote d’Ivoire: Preparation of Initial National Communication for the Implementation of the United Nations Framework Convention on Climate change (UNFCCC) – GF/2200-97-51. This evaluation will be conducted during the period of 1 August – 15 September 2001. (1 month spread over 6 weeks).

I. BACKGROUND

The project to be evaluated has been implemented internally by the UNEP Task Manager for Climate Change Enabling Activities, currently located in the Division of Policy Development and Law (DPDL) and externally by the executing agency in Cote d’Ivoire, the Ministry of Environment and Forest. This project provided financial necessary for Cote d’Ivoire to update the Greenhouse Gas Inventory based on the US Country Studies Programme, identified and assessed mitigation options, developed a comprehensive vulnerability/assessment for various sectors, identified Stage I adaptation options, built capacity to integrate climate change concerns into planning, and provided public awareness and other information.

II. SCOPE OF THE EVALUATION

The scope of the evaluation will cover the activity UNEP undertook to implement this project: Preparation of initial national communications. The consultant will compare the planned outputs of the projects to the actual outputs and assess the actual results to determine the impact of the project. The consultant will also highlight the lesson learned from the implementation of this project that would improve the implementation of future projects in the areas of climate change and assess the appropriateness of this project in meeting the longer term objectives of UNEP, GEF and the United Nations Framework Convention on Climate Change (UNFCCC).

III. TERMS OF REFERENCE FOR THE EVALUATOR

The evaluator shall:

- (a) Determine the appropriateness of the project to the core programmes of UNEP, how this project compliments other UNEP activities in the area of climate change and whether this project is consistent with the identified role of UNEP as a GEF implementing agency;
- (b) Analyse the quality and usefulness of the project outputs and determine how these contribute to the attainment of results and overall objectives identified in the approved project proposal. It should determine whether the project has been able to answer the identified needs and problems in Cote d’Ivoire;
- (c) Measure the contribution of the results of the first activity to preparing the Initial National Communications to the UNFCCC. This should also include a determination of the usefulness of the results to GEF funded “Enabling Activities to Prepare National Communications to the UNFCCC” projects;
- (d) Assess the level of stakeholder involvement in the implementation of the various projects components, identify the lesson learned and provided recommendations on how such involvement could be improved in future projects;

- (e) Assess the role the project made in building the capacity of the participating national institutions in the area of climate change and assess the long-term sustainability of the benefits of this capacity-building;
- (f) Determine the effectiveness of the assistance provided by UNEP. Identify the lessons learned and provide recommendations that might improve the delivery of similar assistance in similar projects;
- (g) Ascertain to what extent the project's implementation benefits from the "USCSP", "CC: TRAIN" and UNEP/GEF Economies of GHG Limitation Project", the scientific community and other donor sponsored climate change programmes and indicate how such potential synergy may have been realized;
- (h) Review the adequacy of the monitoring and evaluations systems developed to supervise and implement the project and based on the lesson learned, provide recommendations that could improve current procedures related to monitoring and evaluation;
- (i) Review the effectiveness of the organizational structure, management and financial systems which effected the implementation of the project. This will be completed by investigating the staffing, administrative arrangements and operational mechanism with an emphasis on its coordination within and outside of UNEP. The evaluator will solicit the views of relevant UNEP and GEF staff members on the usefulness of the project in enhancing both UNEP's and GEF's work in the area of climate change;
- (i) Identify any technical and/or operational constraints encountered during project implementation including those that contributed to delays in implementing the approved work plan. Examine the actions taken by UNEP and the national executing agency to overcome those constraints, the lessons learned and discuss any appropriate alternative measures that could have been taken;
- (j) Identify and assess any measures that national institutions have initiated to integrate the results and recommendations of the initial national communications into national policy making and/or planning. The evaluator should also make specific recommendations regarding potential follow-up evaluation measures that would enable UNEP and GEF to gauge the longer-term benefits and sustainability of project activities;
- (k) Determine the potential contribution of the project to furthering the objectives of the relevant global, regional and national environmental assessments, policy frameworks and action plans, and to strengthen the United Nations Framework Convention on Climate Change;
- (l) Evaluate whether the actual results of the project compare with the long-term and short-term results identified in the project document;
- (m) Evaluate the extent to which gender considerations were incorporated into the various technical and operational aspects of the project;
- (n) Propose concrete suggestions or recommendations which may benefit future UNEP/GEF projects.

## V. EVALUATION REPORT FORMAT

The evaluator shall prepare his/her report in the form of:

- (a) A concise summary (4 pages); and
- (b) A detailed evaluation report (about 30 pages) addressing (a) through (l) above. Rate the implementation success of the project on a scale of 1 to 5 with 1 being the highest rating and 5 being the lowest. The following will be considered for rating purposes:
  - (i) Timelines: how the project met the schedules and implementation time table cited in the project document;

- (ii) Achievement of results/objectives: attainment of outputs; completion of activities; project executed within budget; impact created by the project; sustainability.

Each of the items should be rated separately and then an overall rating given. The following rating system is to be applied:

1	=	Excellent	(90% to 100% achievement)
2	=	Very good	(75% to 89% achievement)
3	=	Good	(60% to 74% achievement)
4	=	Satisfactory	(50% to 59% achievement)
5	=	Unsatisfactory	(40% and below)

## V. SCHEDULE OF THE EVALUATION

The evaluation should begin on 1 August to 15 September 2001 (1 month spread over 6 weeks) and travel to Cote d'Ivoire for 5 working days. As part of this evaluation, the consultant may visit the UNEP Headquarters in Nairobi, Kenya to discuss the project with the relevant staff in UNEP, the UNEP/GEF Coordination Unit and the UNEP Monitoring and Evaluation Unit. As an alternative, the consultant may interview the relevant staff members by telephone.

The Consultant will discuss aspects of the project with the national project coordinator and selected members of the national Climate change Committee (CCC); the staff of the climate change project in Cote d'Ivoire.

The Consultant will present a draft of the final evaluation by 31 August 2001. The UNEP Climate Change Enabling Activities in the division of Policy Development and Law the UNEP/GEF Coordination Unit will provide written comments of the draft evaluation report to the Consultant through the UNEP/MEU to the Consultant by 10 September 2001.

The Consultant will incorporate these comments and present a final version of the evaluation report to UNEP in English by 15 September 2001. This report should be presented in written form and on diskette in either MS Word formats. The core report should not exceed 30 pages. All Annexes should be typed. Consultants will be penalized if they do not meet with the dates of submission of draft report and final report, unless they request for an extension of the contract showing that the delays are beyond them and giving valid reasons.

## VI. CONSULTANT

The Consultant should preferably be on the GEF/STAP Roaster of Experts, have an advanced university degree in a relevant discipline and have demonstrated expertise in the area of climate change and GEF projects. Previous experience in the evaluation of United Nations programmes will be an advantage. The candidate should have at least 10 years experience in the field of climate change or in a related activity.

11 July 2001

QUESTIONNAIRE ON THE EVALUATION OF THE UNEP/GEF PROJECT

Dear Colleague,

I have been selected to undertake a detailed review and evaluation of the UNEP/GEF project Côte d'Ivoire: Preparation of Initial National Communication for the Implementation of the United Nations Framework Convention on Climate Change (UNFCCC)–GF/2200-97-51. I expect to start the evaluation on 1 August 2001 and will be in Abidjan from 8 to 15 August 2001, and then return to The Gambia and write the evaluation report. If necessary, I will also visit UNEP in Nairobi at a date to be communicated to you. This evaluation is being conducted under the guidance of the chief of the Evaluation Unit and in close collaboration with the UNEP/GEF executive coordinator, the UNEP task manager for climate change enabling activities, the national project coordinator and the study team in Côte d'Ivoire.

Project GF/2200-97-51 has been implemented by the UNEP task manager for climate change enabling activities and the Ministry of Environment and Forest of Côte d'Ivoire. The achievements of the project include an updated greenhouse gas inventory based on the United States Country Studies Programme, assessment of mitigation options, a comprehensive vulnerability assessment for various sectors, assessment of stage I adaptation options, enhanced capacity to integrate climate change concerns into planning and, to a certain degree, a population sensitised and aware of climate change issues.

The scope of the evaluation will cover the activity UNEP undertook to implement this project. The evaluation process is expected to compare the planned and actual outputs of the project and assess actual results to determine the impact of the project. The lessons learned from implementation of this project will also be highlighted, and this will be used to improve the implementation of future projects in the areas of climate change and assess the appropriateness of this project in meeting the long-term objectives of UNEP, GEF and UNFCCC. One of the potential projects to stem from the evaluation process is the stage II adaptation project for Côte d'Ivoire.

By this letter and attached questionnaire, I seek your collaboration and assistance in providing the requested data and information. Please feel free to respond to only those questions that concern you and for which you have the required answers. This questionnaire will be followed by a personal visit and an interview at a date and time to be agreed between us. However, please return the questionnaire to me as soon as it is completed, preferably before an interview around 9 August or by Wednesday, 15 August 2001. Electronic versions will be most appreciated and these should be sent to [bubujallow@hotmail.com](mailto:bubujallow@hotmail.com).

Bubu Pateh Jallow  
Project Evaluator

SYNTHESIS OF RESPONSES RECEIVED FROM RESPONDENTS QUESTIONNAIRE ON THE  
EVALUATION OF THE UNEP/GEF PROJECT

(The original responses were in French and these have been translated into English)

1. (a) Do you know the core programmes of UNEP? **Yes, but not sufficiently well**
  - (i) If *yes*, go to question 1 (d) below.
  - (ii) If *no*, see the UNEP Web site [www.unep.org](http://www.unep.org) or the GEF Web site or documentation about these organizations.
- (b) Do you have other projects or activities on climate change being implemented in Côte d'Ivoire?  
*Yes/No Yes, No*
  - (i) If *yes*, please list them.
    - **Efficient energy in homes**
    - **Biological diversity**
    - **Reduction of the ozone layer**
    - **PSF**
    - **Solar balance**
  - (ii) If *No*, move to question (d)
- (c) Is this project complimentary to any of the projects and programmes identified in (b) above?  
*Yes/No Yes*
  - (i) If *yes*, elaborate on the complementarity and the synergies between the projects
    - **Efficient energy in homes aimed at reducing the effects of greenhouse gases**
    - **Climate changes have an impact on the biological diversity**
    - **Forest climate (impact)**
    - **Solar balance (heating)**
- (d) UNEP is one of the GEF implementing agencies. The other agencies are UNDP and World Bank. It is likely that regional banks such as the African Development Bank will be included in the list of GEF implementing agencies. Do you know the role of UNEP as a GEF implementing agency? *Yes/No Yes*
  - (i) If *yes*, go to question (e) below.
  - (ii) If *no*, see the UNEP Web site ([www.unep.org](http://www.unep.org)) or the GEF Web site or documentation on these organizations.
- (e) Do you consider this project consistent with the identified role of UNEP as a GEF implementing agency? *Yes/No Yes*
- (f) Please elaborate on your answer in (e) above.
  - **UNEP assured implementation of the project**
  - **UNEP also provided assistance, the inhabitant activities constitute a programme to help the developing countries to create or strengthen the capacities needed to prepare an initial national communication**

- **Assistance role**
  - **Advisor role**
  - **Judicial and institutional framework**
  - **Methodological support**
  - **The project aims to identify enabling activities in view of implementation**
  - **The UNFCCC, one of the missions of UNEP**
2. The project has produced many results (inventory of emissions, climate change impacts, adaptation measures, mitigation measures, skilled personnel, networking of institutions and personnel, sensitised public, equipment, etc).
- (a) Are these results useful? **Yes**
- (b) What are the objectives of the project?
- **The project aims to improve the capacities of Côte d'Ivoire to develop its national communication**
  - **The project aims at seeking national and international assistance that will allow Côte d'Ivoire to plan and apply its own strategies against the evolution of the climate**
  - **The incorporation of the programme in the national development plan**
  - **Participatory approach and conciseness of the scientific community and the public to problems linked to climate change**
  - **Utilization of software convenient for provision of data**
  - **The object was to prepare the national communication of Côte d'Ivoire**
  - **The strengthening of local expertise on the question of climate change**
- (c) Are the results helpful in the attainment of the outputs and objectives of the Project? **Yes**
- Yes, apart from some difficulties encountered, the national communication was ready**
- (d) Have the results been able to meet the identified needs and problems in Côte d'Ivoire? **Yes**
- Please elaborate on your answers to questions in (a) to (d) above.
3. (a) What is the first activity of the project?
- **Creation of a national monitoring committee**
- (b) Using the scale of 1 to 5 below, assess the contribution of the results of this activity of the Initial National Communications to the UNFCCC.
- |                    |                          |
|--------------------|--------------------------|
| 1 = Excellent      | (90% - 100% achievement) |
| 2 = Very good      | (75% - 89% achievement)  |
| 3 = Good           | (60% to 74% achievement) |
| 4 = Satisfactory   | (50% to 59% achievement) |
| 5 = Unsatisfactory | (40% and below)          |
- 3= Good**
4. (a) What is the overall purpose of the GEF-funded Enabling Activities to Prepare National Communications to the UNFCCC?
- **It is to help the countries to strengthen their capacity to tackle problems of climate change through inventories of emissions of greenhouse effects and also activity. Description relative to climate change undertaken or envisaged.**
- (b) Do you have a national climate committee? **Yes (an interim)**

- (c) If your answer is *Yes*, What is the composition of the committee?

**Government agencies:**

- **Ministry of Environment**
- **Ministry of Economic Affairs and Finance**
- **Ministry of Agriculture and Animal Resources**
- **Ministry of Energy**
- **Ministry of Forestry and Water Resources**
- **Non-governmental organizations**
- **Private sector entities**

- (d) Is this committee responsible for the implementation of the UNFCCC in Côte d'Ivoire?  
**Yes/No Yes**

- (e) If your answer is No, what is the team that implemented this project?

- **A team of national consultants supported by a coordination centre**

- (b) What are the stakeholders that were involved in project implementation? List them according to the project components that they were involved.

- **Different structures of the country such as: CNTIG, CNRA, CIAPOL, CRO and the National Meteorology Service**
- **Coordination centre**
- **A team of local consultants**

- (c) What were the lessons (positive and negative) learned in this teamwork?

- **The strengthening of capacities through the organization of seminars and introduction of models**
- **Exchange of different points of view**
- **Lack of coordination within the group**
- **The discussions between different groups had been useful, allowing acquisition of experience**

- (d) Provide recommendations as to how to maximise the positive and how to lift negative aspects of the involvement of stakeholders in future projects.

- **A high involvement of higher authorities (decision makers)**
- **More training (training on meteorology) through short-term training**
- **Obtaining funds destined for sensitization of the public and the decision makers**
- **Speedy procedures for releasing funds at national and international levels.**
- **There has to be strong media coverage**
- **Involvement of decision makers at high levels**
- **There has to be short-term training from the beginning.**
- **Improve the team groups**
- **Cater for training sessions on the utilization of methodological tools (models, data collection...)**
- **Organize several working sessions between teams**

- (e) What actions did you take to sustain this networking of institutions and personnel in the future?

- **A programme of sensitization**
- **Suggestions to UNEP on strengthening of capacity**
- **A programme of organizing training workshops**
- **Suggestion in the release of funds meant for the project**

- **Provide data to other components that need them**
  - **Actively participate in the all the working groups**
5. (a) According to your judgement has the project build the capacity of the participating national institutions and their personnel in the area of climate change? **Yes/No YES**
- If *yes*, elaborate
- **Through seminars, advertizing and information through radios**
  - **As individual but not at the level of institutions**
  - **Personally, I am more informed of climate-change problems**
  - **The project has created a network of experts who were not known before by others**
  - **It had also allowed the introduction of certain concepts and models (even if there are not sufficient)**
  - **Recruitment of an expert is not obligatory to make reports of the structure**
- If *No*, give reasons and recommendations.
- (b) What actions did you take to ascertain the long-term sustainability of the benefits of this capacity building? Give any other recommendations to ensure sustainability.
- **Maintain the form of sensitization, education and training**
  - **At all social professional levels**
  - **To continue the sensitization**
  - **Create data banks**
  - **Utilization of software's and adaptation for future years**
  - **To maintain sustainability, the experts and the teams should work in pilot projects**
6. (a) Has the assistance provided by UNEP been effective? **Yes/No Yes and No**
- (b) What are the constraints experienced in the delivery of the assistance during this project?
- **Yes because the application was effective**
  - **No it has been with certain delays**
  - **At the level the documents (models and information)**
  - **At the level of releasing funds (late payment not explained)**
  - **Training seminars were insufficient**
- (c) What are the lessons learned (positive and negative) in the delivery of the assistance?
- **The existence a control and monitoring system for the project.**
- (d) Provide recommendations that might maximise the positive and lift the negative aspects of the delivery of similar assistance in similar projects.
- **Improvement of capacity strengthening through long methods (for comprehension of climate change phenomena: models, tools methodologies)**
  - **Speedy in the release of funds for the execution of activities**
7. (a) Have you participated in the GEF Phase I, "USCSP", "CC:TRAIN", UNEP/GEF Economies of GHG Limitation Project" and other donor sponsored climate change programmes? **Yes/No Yes**
- **As a collaborator**

- (b) If yes, name the ones you participated in
- **USCSP (collaborator)**
  - **UNEP/FEN (consultant/forestry)**
  - **Yes, because the application was effective**
  - **No, it has been with certain delays**
  - **At the level the documents (models and Information)**
  - **At the level of releasing funds**
- (c) How useful has that participation been to the implementation of this project?
- **A real consciousness of the phenomena of climate change with regard to project goals**
  - **Be conscious of the impact of the forest on climate change**
- (d) What synergies can you draw from this experience?
- **Strengthening capacity through exchange of experience (acquisition of new knowledge)**
  - **Fruitful exchanges**
  - **Strengthening of an expert network**
8. (a) What monitoring and evaluation systems are in place to supervise and implement the project?
- **The putting in place of a logical framework of the project and planning of work for the control and monitoring and evaluation of project activities**
  - **An audit control**
- (b) Using the scale of 1 to 5 below review the adequacy of the systems (Circle one)
- |                     |                        |
|---------------------|------------------------|
| 1 = Highly Adequate | (90% to 100% adequate) |
| 2 = Very Adequate   | (75% to 89% adequate)  |
| 3 = Adequate        | (60% to 74% adequate)  |
| 4 = Satisfactory    | (50% to 59% adequate)  |
| 5 = Inadequate      | (40% and below)        |
- 3=Adequate**
- (c) What are the lessons (positive and negative) learned?
- **Need to be improved**
  - **The existence a control and monitoring of project**
- (d) Provide recommendations that could maximise the positive and lift the negative lessons so as to improve current procedures related to monitoring and evaluation.
- **Improvement of capacity strengthening through long methods (for comprehension climate change phenomena: models, tools, and methodologies)**
  - **Speed in the release of funds from the execution of activities**
9. (a) Do you know the Organisation Structure of the Project? *Yes/No* **Yes**
- (But this one limited to the national coordination)**

- (b) If **yes**, use the scale of 1 to 5 to determine the effectiveness of the organizational structure of the project.

1 = Highly Adequate	(90% to 100% adequate)
2 = Very Adequate	(75% to 89% adequate)
3 = Adequate	(60% to 74% adequate)
4 = Satisfactory	(50% to 59% adequate)
5 = Inadequate	(40% and below)

- **Answers received are**

**3=Adequate**

**1= Highly adequate**

**4= Satisfactory**

- (c) Do you know the management structure of the project? **Yes/No Yes**

- (d) If **yes**, use the scale of 1 to 5 to determine the effectiveness of the organizational structure of the project.

1 = Highly Adequate	(90% to 100% adequate)
2 = Very Adequate	(75% to 89% adequate)
3 = Adequate	(60% to 74% adequate)
4 = Satisfactory	(50% to 59% adequate)
5 = Inadequate	(40% and below)

**3=Adequate**

- (e) Do you know the financial management structure of the project? **Yes/No Yes**

- (f) If **yes**, use the scale of 1 to 5 to determine the effectiveness of the organizational structure of the project.

1 = Highly Adequate	(90% to 100% adequate)
2 = Very Adequate	(75% to 89% adequate)
3 = Adequate	(60% to 74% adequate)
4 = Satisfactory	(50% to 59% adequate)
5 = Inadequate	(40% and below)

NB: In completing questions 12 (a) to (f) above, please consider the staffing, administrative arrangements and operational mechanism with an emphasis on its co-ordination within and outside of UNEP.

**1= Highly Adequate**

10. (a) What are the technical or operational constraints encountered during project implementation?

- **Technical constraints: late obtaining of working tools (Methodology, IPCE)**
- **Late obtaining of funds (National and International)**
- **I worked in the forestry sector and conclude that the models were not available in time and that some were difficult for exploitation with little documents.**

- (b) Did these constraints contribute to delays in implementing the approved work plan?  
Yes/No **Yes**

Please, elaborate on those constraints that caused delay in implementation.

- **Late reception of models (climatic)**
- **Late release of funds**

- **Socio-political troubles in the country**
  - **The forestry models (COMAP, HOLDRIDGE) are insufficiently documented**
  - **Little use by the co-ordination and the experts have necessitated the following:**
    - a) **the time for studies,**
    - b) **to provide adequate forestry data.**
- (c) What actions did you take as a UNEP or national executing agency personnel to overcome those constraints?
- **Suggestion made to UNEP (Dakar workshop low on the state of advancement)**
  - **National communications in August 1999**
  - **Suggestions made on the national structure of financial management**
  - **I tried through research with support from the co-ordination centre and understand best the technical constraints. But this is detrimental to time**
- (d) What are the overall lessons learned on the technical and operational aspects of the implementation of the project?
- **Research of improvement at all levels**
  - **At technical and operational levels, the lack of experts for the utilization of certain tools (appropriate training seminars) is a handicap**
- (e) Please discuss any appropriate alternative measures that could have been taken
11. As a member of the Côte d'Ivoire study team what measures did you or your institution initiate or plan to initiate in order to integrate the results and recommendations of the initial national communications into national policy making and/or planning.
- **The organizing of seminars and workshops for political and administrative decision-makers**
  - **Integrate the results and recommendations in the professional activities: implementation of agro-forestry projects and the promotion of indigenous resources**
12. (a) In your own judgement, what is the potential contribution of the project to furthering the objectives of the relevant global, regional and national environmental assessments (GHG inventories, mitigation of GHG emissions, Impacts of climate change, and adaptation strategies)?
- **The potential contribution of the project to optimize the objectives of necessary**
  - **Evaluation is the application of the results of their studies**
  - **The project can potentially contribute to objective mentioned above. But to my opinion more resources (material and financial) should be provided**
  - **Also the political will must be effected for any potential indication**
- (b) What is the potential contribution of the project to policy frameworks and action plans and to the strengthening of the United Nations Framework Convention on Climate Change?
- **The potential contribution of the project is the incorporation of results in the national plan of action**
  - **For the consolidation of the UNFCCC is provision of inventories**
  - **By production of results that conform with the methodologies of the UNFCCC**
  - **The project has brought a national component (that of Côte d'Ivoire) to the process of consolidation with UNFCCC**

13. (a) What are the long-term and short-term outputs of the project?
- **At short term, the project aims at informing and making the public conscious.**
  - **The results of the project aims at long-term, the engagement of Côte d'Ivoire in the way to sustainable development.**
- (b) How do the actual results of the project compare with these outputs identified in the project document?
- **There is a quasi-similitude**
14. Determine the extent to which gender considerations were incorporated into the various technical and operational aspects of the project.
- **No problem in sex consideration**
  - **To my knowledge no gender problem**
15. Propose concrete suggestions or recommendations, which may benefit future UNEP/GEF projects.
- **To organize several training sessions of experts (practical training) for the utilization of working tools**

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