



ACCF Project Completion Report (PCR)

Grant Agreement Number: G-Z1-C00-ZZZ-014

Project Proponent's Name: African Technology Policy Studies Network (ATPS)

Sections in this Report:


- Signatures of Project official submitting the PCR, and signature of ACCF official receiving the PCR.
- Section I: Basic Data
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For more information, please refer to the Terms of Reference of the ACCF Project Completion Report (PCR) above.

Please submit the Project Completion Report to africaclimatechange@afdb.org

Documents (Please tick the relevant boxes)	provided	<input type="checkbox"/> Interim Progress Report	<input type="checkbox"/> Logical Framework	<input type="checkbox"/> Theory of Change
		<input type="checkbox"/> Financial Report	<input type="checkbox"/> Audited Financial Report	

Project Completion Report should be prepared and signed by the Project Entity.

Name of Project Official: Prof. Nicholas Ozor	Signature: 	Date: 26-11-2025
Position: Executive Director		

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Received by: Gareth Phillips	Signature: OIC 	Date: 17/12/25
Position: Manager, Climate and Environment Finance Division		

I Basic Data

A Report Data

Report date	Date of report:	26 November 2025	
	Mission date (<i>if field mission</i>)	From: 29 April 2025	To: 30 April 2025

B Responsible Bank/ACCF Staff

Positions	At approval	At completion
Manager PEGG 1	Gareth Phillips	Gareth Phillips
ACCF Coordinator	Rita Effah	Rita Effah
PCR Team Leader	Dr. Felix M'mboyi	Dr. Felix M'mboyi
PCR Team Members:		
	1. Elisha Milabagano Nyambere	Elisha Milabagano Nyambere
	2. Rebecca Nekesa Simiyu	Rebecca Nekesa Simiyu
	3. Esther Audrey Moke	Esther Audrey Moke
	4. Bela Emile Kouakou	Bela Emile Kouakou
	5. Pierre Koffi Koffi	Pierre Koffi Koffi
	Alfred Latigo	

C Project data

Project name: Building the Capacity of Selected Sub-Saharan African Countries to Effectively Measure Progress in their Nationally Determined Contributions' Implementation Using Tracking Tools and Indexes		
Project type: Grant	Sector: Climate Change	
Countries: 12 Selected African Countries: Botswana, Cote d'Ivoire, Ethiopia, Ghana, Kenya, Namibia, Nigeria, Sierra Leone, Tanzania, Uganda, Zambia, and Zimbabwe		
Grant Processing milestones	Key events (Grant)	Disbursement and closing dates (Grant)
Date approved: 22 July 2022	Cancelled amounts (<i>if applicable</i>):	Original disbursement deadline: 30 July 2025
Date signed: 22 July 2022	Co-financing amount US\$: 23,072.50 Co-financier(s): 1. African Technology Policy Studies Network (ATPS) 2. Pan African Climate Justice Alliance (PACJA) 3. West Africa Green Economic Development Institute (WAGEDI)	Original closing date: 30 July 2025
Effective date for 1st disbursement: 22 July 2022 <i>(as per the grant agreement)</i>	Extensions (<i>specify dates</i>): 31 July 2025 to 31 December 2025	Revised (<i>if applicable</i>) closing date: 31 December 2025

D Management review and comments

Report reviewed by	Name	Date reviewed	Comments
Coordinator, ACCF	Rita Effah		
Manager, PEGG.1	Gareth Phillips		

II Project performance assessment

- For all ratings in the PCR use the following scale: 4 (Highly satisfactory), 3 (Satisfactory), 2 (Unsatisfactory), 1 (Highly unsatisfactory)

A Relevance

The relevance assesses to what extent the project's objectives are consistent with the international, regional, and national context, the Bank/ACCF strategies/priorities, and the objectives of the other partners.

1. Relevance of project design

Rating*	Narrative assessment (max 250 words)
4 (HS)	<p>The project was grounded in the national policy frameworks of participating countries, aligning with their green growth strategies, climate change policies, adaptation plans, mitigation actions, and environmental policies. At continental level, it resonated with aspirations of the African Union's Agenda 2063, the Science, Technology and Innovation Strategy for Africa (STISA) 2024, and the global Sustainable Development Goal 13 on climate action. ATPS and its partners observed that many Sub-Saharan African countries had previously prepared their Nationally Determined Contributions (NDCs) rapidly and with limited coherence with national development plans, resulting in missed opportunities for synergy and long-term impact.</p> <p>By strengthening coherence between NDC implementation and national development priorities, the project aimed to generate co-benefits for sustainable development and poverty reduction. The participating countries were at different stages of preparing plans to guide their NDC implementation, and the project provided necessary support to advance these processes. It was also well aligned with the Demand Driven Window focus areas and the strategic priorities of the ACCF and the African Development Bank, ensuring that both the project and the institutions involved were positioned to contribute meaningfully to long-term, sustainable development outcomes.</p> <p>The project aligned with the NDCs of the 12 target countries whose review showed strong consistency with the project's five core NDC components—Governance, Mitigation, Adaptation, Climate Finance & Technology Transfer, and MRV. The analysis revealed that African countries share common financial, technological, and capacity constraints in advancing their climate adaptation and mitigation ambitions, reinforcing the importance of coordinated and well-supported implementation efforts.</p>

2. Lessons learned related to relevance

Key issues <i>(max 5, add rows as needed)</i>	Lessons learned	Target audience
1. Prioritize Multi-level Stakeholder Engagement in NDC discourse	The involvement of stakeholders across key NDC sectors, from the lowest to the highest tiers, ensured equitable participation in the capacity-building project, which offered multiple benefits to government, civil society, academia, and other beneficiaries. Contribution from each stakeholder category was critical in national NDC processes.	AfDB and ATPS
2. Countries Transition from NDC 2.0 to NDC 3.0	The project offered a critical capacity upgrade to help stakeholders develop new national climate plans under the Paris Agreement, with new targets for 2035. Beneficiary countries can now refer to the NDC tool and indicators for guidance. In Tanzania, the project came at the right time, as the country was in the process of reviewing its NDCs. The project process greatly helped Tanzania to prepare recommendations to inform the review of NDC 2.0 and the development of NDC 3.0. As a result, Tanzanian project beneficiaries were confident to participate in various technical workshops and national forums on NDC 3.0.	AfDB, ATPS /PACJA / WAGEDI, and governments
3. Emerging New Engagement Forums	Engagement Forums: The project created talking points for both implementing agencies and beneficiary countries in various fora, including COP29, COP30, Africa Climate Summit forums, and other climate change and environment meetings at national, regional, continental, and international levels. This further stimulated dialogue and knowledge sharing on the country-level NDC implementation.	AfDB, ATPS /PACJA / WAGEDI
4. Countries' prioritized approach to NDC implementation	Countries' NDC priorities differed, and, inherently, their NDC interests differed by priority sector. Some countries have already adopted and customized the tool to align with their sectoral priorities. The project provided a better understanding of the main areas on which NDC implementation should focus and identified indicators for monitoring NDC implementation specific to a country's prioritized needs and targets across the 5 NDC components. The capacity-building project provided a better understanding of the main areas on which the implementation of national NDCs should focus. It identified the indices and indicators for monitoring the implementation of NDCs.	ATPS/PACJA/WAGED I and governments

5. Country-level NDC status diagnosis	The NDC implementation index developed by the project helped beneficiary countries to understand their NDC status and also make the necessary improvements to meet their NDC targets and transition towards climate-resilient, low-carbon development. The project is aligned directly with the profiled countries' Climate Resilient Green Economy Strategies. The capacity-building project on the effective measurement of progress in NDC implementation also supported beneficiary countries in developing, updating, implementing, or reporting on their commitments, all of which are key to the success of the Paris Agreement.	AfDB, ATPS/PACJA/WAGE DI, and governments
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B Effectiveness

Assesses the validity of the anticipated links between the project's activities, outputs, and intended outcomes (the results chain). Actual, expected, and unintended results of an operation.

1. Outcome reporting

Reports on *Project Long Term Outcome (Intervention Outcome)*, *Intermediate and Immediate Outcomes* stated in the retrospective Logical Framework.

Outcome indicators (as per RLF; add more rows as needed)	Baseline value (Year)	Most recent value (A)	End target (B) (expected value at project completion)	Progress towards target (% realized) (A/B)	Narrative assessment (indicative max length: 50 words per outcome)	Core Sector Indicator (Yes/No)
Ultimate Outcome 1010: Increased compliance with the Paris Agreement in target countries in terms of NDC implementation						
Indicator 1010.1: No/total. of countries fully complying with the Paris Agreement	0/12	12	12	100%	Target achieved. Although the countries are not fully compliant with Paris Agreement, they have shown remarkable progress, as measured by the NDC Implementation Index tool that ATPS used to track them. Most countries (7) scored between good and satisfactory progress. The remaining countries (5) scored average, but with good progress.	Yes
Indicator 1010.2: No. of countries meeting their NDC	0	12	12	100%	Target achieved. All countries meet some of	Yes

targets and ranked highly by the NDC Index					their NDC targets, but at different stages and at different rates. Countries scored between good and satisfactory for some components, while the rest scored average. All 12 countries are transitioning from NDC 2.0 to NDC 3.0, drawing valuable lessons from NDC 2.0 implementation.	
Intermediate outcome 1100: Increased training and capacity-building for tracking NDCs.						
Indicator 1100.1: No. of people trained on NDC tracking tools and index updates	0	85	72	126%	Target achieved and surpassed. This was due to increased opportunities for training and dissemination.	Yes
Indicator 1100.2: No. of commitment letters and MoUs signed with the Government NDC focal points	0	12	12	100%	Target achieved. Governments showed extraordinary levels of cooperation in writing commitment letters and signing the MoUs.	Yes
Intermediate Outcome 1200: Improved development of country-specific data collection initiatives for NDC monitoring						
Indicator 1200.1: Creation of NDC data collection initiatives and databases	0	12	24	100%	50% achieved. The ATPS has developed a database for each country based on the first-year data collection, which generated the first Index. The online NDC Implementation index platform is an extension of the NDC database at ATPS based on NDC 2.0 performance. Second-year data was not collected.	Yes
Indicator 1200.2: No. of strategic partnerships with stakeholders per country	0	35	24	146%	Target surpassed. Different countries had different numbers of partnerships established. 12 countries signed resolutions by stakeholders who participated in regional policy dialogue in Ethiopia. 12 countries signed letters of no objection. There was	Yes

					extraordinary interest among stakeholders across countries in joining the project. Further discussions ongoing to continue the initiative.	
Indicator 1200.3: Online NDC index live and being used by stakeholders	0	1	1	100%	Target achieved. The platform can be accessed at: https://atps-ndcindex.africa/	Yes
Intermediate Outcome 1300: Enhanced governmental engagement through workshops and sensitization programs.						
Indicator 1300.1: No. of stakeholder meetings held with government officials	0	41	36	114%	Target surpassed: Focal persons held in-country meetings during data collection/validation as below: <ul style="list-style-type: none"> • Ghana: 5 meetings • Kenya: 3 meetings • Ethiopia: 4 meetings • Nigeria: 5 meetings • Uganda: 3 meetings • Tanzania: 3 meetings • Sierra Leone: 3 meetings • Côte d'Ivoire: 3 meetings • Zambia: 3 meetings • Botswana: 3 meetings • Zimbabwe: 3 meetings • Namibia: 3 meetings 	Yes
Indicator 1300.2: No. of sensitisation workshops conducted	0	3	3	100%	Target achieved: The 3 Regional stakeholder sensitisation workshops were held virtually as anticipated.	Yes
Indicator 1300.3: No. of people/stakeholders sensitised per country	0	356	240	148%	Target was surpassed as indicated below in the respective beneficiary countries: <ul style="list-style-type: none"> • Ghana: 22 • Kenya: 35 • Ethiopia: 40 • Nigeria: 45 • Uganda: 30 • Tanzania: 33 • Sierra Leone: 25 • Cote d'Ivoire: 22 • Zambia: 36 • Botswana: 20 	Yes

					<ul style="list-style-type: none"> • Zimbabwe: 28 • Namibia: 20 	
Intermediate Outcome 1400: Enhanced regional buy-in and strategic support for the use of NDC indexes and sustained pressure on member states to meet their targets						
Indicator 1400.1: No. of Regional Policy Dialogue and dissemination workshops conducted	0	1	1	100%	Target was achieved: 1 (one) Regional Policy dialogue organised by the project was held, while the other involved participation in the African Climate Summit, where the project's findings were disseminated. Both events took place in Addis Ababa, Ethiopia.	Yes
Indicator 1400.2: No. of agreements signed	0	2	2	100%	Target was achieved. Two Agreements were signed by all the participating countries during the Regional Policy Dialogue and Dissemination Workshop.	Yes
Intermediate Outcome 1500: Increased knowledge and dissemination of NDC tracking and monitoring tools						
Indicator 1500.1: No. of knowledge products produced (policy briefs, reports)	0	29	24	121%	Target was surpassed. The types and numbers of knowledge products developed were as indicated below: <ul style="list-style-type: none"> • Policy briefs: 13 • Stakeholder mapping reports: 12 • Journal paper: 1 • Proceedings report: 1 • NDC implementation index report 2015: 1 • Training manual: 1 	Yes
Indicator 1500.2: No. of people sensitised on NDC tracking	0	280	80	350%	Target was surpassed. There was a surge in stakeholder interest in understanding the NDC tracking process.	Yes
Immediate Outcome 1111: Improved capacity of focal persons/champions to collect and utilize NDC data						
Indicator 1111.1: No. of focal	0	72	72	100%	Target was achieved: 6	Yes

persons/climate champions identified and trained.					people per country were trained directly in the 12 participating countries.	
Indicator 1111.2: No. of focal persons/climate champions who participated in data collection	0	45	36	125%	Target was surpassed: Ideally, all the trained focal persons were to work together, but in the end, 3 were contracted per country, and only a few agreed to support the 3 in some specific countries.	Yes
Immediate Outcome 1112: Increased use of indexes for decision-making in emissions reduction at the country level						
Indicator 1112.1: No. of countries referencing the NDC index for policy formulation	0	12 (*5)	12	*100%	Target was achieved. 5 countries have reported, but the others have pledged to use the results to improve their systems and refine their NDC 3.0 before submission.	Yes
Indicator 1112.2: No. of countries where the NDC index informed resource allocation decisions	0	-	12	-	Not yet measured-This is a long-term indicator. For now, the countries have just entered a new phase of NDC 3.0 submissions.	Yes
Immediate Outcome 1113: Increased ownership of the NDC tools for continuous data collection and decision-making						
Indicator 1113.1: No. of national institutions actively contributing data to the NDC index	0	12	12	100%	Target was achieved. All the countries involved in the project are currently pledging to continue data collection to generate the index. In fact, all of them agreed to use the lessons learnt from the implementation of NDC 2 to guide the development and implementation of NDC 3.0.	Yes
Indicator 1113.2: No. of countries with dedicated staff for maintaining and updating the NDC tools	0	12	12	100%	Target was achieved. All countries have dedicated staff to provide data, but ATPS and partners will provide support for updating the Index.	Yes
Immediate Outcome 1114: Regional buy-in and strategic support for the use of NDC indexes						
Indicator 1114.1: No. of countries and regional bodies formally endorsing the use of the NDC index	0	12	12	100%	Target was achieved. All the countries endorsed the use of the NDC Implementation Index to	Yes

					track climate action in their respective countries.	
Indicator 1114.2: No. of joint regional initiatives incorporating the NDC index	0	-	3	-	This has yet to be achieved, but discussions are underway with various partners to initiate it.	Yes

2. Activity and Output reporting

This section provides a summary of completed project *Activities and Outputs (deliverables)*. Any reason for delay and/or deviation from the original plan should be explained.

Activity	Planned Outputs (A)	End target (B)	Progress towards target (% realized) (A/B)	Explanation of Variance/Changes (indicative max length: 50 words per outcome)
Activity 1: Activity 1111.1: Conduct initial and update key stakeholder mapping analysis in years 1 & 3, respectively around climate change and NDC implementation & identified 6 focal persons and climate change champions in each country	72	85	126%	There was an unexpectedly high level of interest from government institutions that requested training for their officers on the NDC index tool. Inherently, more officers attended the TOTs training sessions.
Activity 1111.2: Develop a Training of Trainers (ToT) Training Manual-A detailed training manual was developed for the training with detailed facilitators notes.	1	1	100%	No variance, and the target was achieved as planned.
Activity 1111.3: Conduct ToT training and Stocktake/Refresher workshop in years 1 and 3 respectively of the selected focal persons and climate change champions.	2	2	100%	No variance, and the target was achieved as planned.
Activity 2: Activity 1121.1: Conduct 3 sensitization workshops.	3	3	100%	No variance, and the target was achieved as planned.
Activity 3: Activity 1113.1: Work with				All twelve countries provided

the trained focal persons and climate change champions to collect NDC-relevant data	6	12	200%	a focal person due to the high interest that was expressed in the activity.
Activity 1113.2: Work with the trained focal persons and climate change champions to develop country-specific indexes	12	12	100%	No variance, and the target was achieved as planned.
Activity 4:				
Activity 1114.1: Organize a 2-day Regional Policy Dialogue and Dissemination workshop	1	1	100%	No variance, and the target was achieved as planned.
Activity 1114.2: Develop knowledge products and publish	12	13		Due to enhanced project activity, more knowledge products were produced under various categories of outputs.
- Policy briefs		12		
- Stakeholder mapping reports		1	241%	
- Journal paper		1		
- Proceedings report		1		
- NDC implementation index report 2015		1		
- Training manual		1		
Activity 1114.3: Develop and host an annually updated NDC index online	1	1	100%	No variance, and the target was achieved as planned
Activity 1114.4: Participate in an International/global NDC Side event to disseminate project findings	1		400%	Due to more public interest in the project activities, the project implementers participated in more international events to showcase the importance of the NDC index tool in accurate NDC reporting
- African climate summit		2		
- Regional workshop for NDC 3.0		1		
- Nairobi climate summit		1		

3. Beneficiaries (add rows as needed)

Actual (A)	Planned (B)	Progress towards target (% realized) (A/B)	% of women	Category (e.g. farmers, students)
15	12	125%	45%	Government - Ministries

				- Departments - Agencies
28	24	117%	40%	Non-Governmental Organizations (NGOs)/Civil Society Organizations (CSOs)
14	12	117%	48%	Media
14	12	117%	43%	Researchers/Academia - Universities - International research organizations/institutions
14	12	117%	38%	Private sector

4. Unanticipated or additional outcomes (add rows as needed)

Description	Type (e.g. gender, climate change, social, other)	Positive or negative	Impact on project (High, Medium, Low)
The level of cooperation and partnerships with government ministries, departments, and agencies (MDAs) was positive. This was largely due to the No Objection letters issued by the respective countries prior to the commencement of project implementation. The project obtained consent letters from the relevant government ministries in all 12 countries. Agreements were signed with the NDC focal points to receive regular data updates, enabling annual updates to the NDC index.	Public sector partnership	Positive	High
The project on the NDC Implementation Index was highly received, and non-participating countries expressed interest in partnering in a future initiative. This has led ATPS and other partners to begin developing another initiative to out-scale the project across the continent, enabling more countries to develop their own NDC index tools to monitor NDC implementation.	Out-scaling the project	Positive	High
Nigeria, which had previously performed poorly on the NDC Implementation index, took the project positively and used it to inform its transition from NDC 2.0 to NDC 3.0. Nigeria's NDC Implementation Index has now undergone validation and will inform the country's 2023–2030 implementation agenda.	Public sector partnership	Positive	High
There were difficulties in data collection, particularly because some national institutions responsible for NDC development were not directly engaged in climate change work, hindering the collection of necessary data. However, they were still able to compile a substantial portion of the required data through secondary sources and by working with other partners who had access to similar data.	Data collection	Negative	Low

5. Lessons learned related to effectiveness (add rows as needed)

Key issues (max 5, add rows as needed)	Lessons learned	Target audience
1. Ensuring multi-stakeholder participation	Participants significantly deepened their	AfDB, ATPS,

and benefits: Stakeholders initially lacked sufficient understanding and capacity to engage effectively in the development and application of the NDC Implementation Index, limiting their ability to contribute meaningfully to national NDC processes.	understanding of the NDC Implementation Index and strengthened their capacity to meaningfully contribute to their countries' NDC development processes.	and all other project stakeholders
2. The NDC focus of the Project: There was no existing standardized or comparable framework for assessing and ranking countries' NDC implementation performance across regions, making it difficult to track progress, benchmark countries, or inform policy improvements until the project developed the NDC Implementation Indexes.	The country-developed NDC Implementation Indexes demonstrated that it is possible to generate the first-ever comparative ranking of NDC implementation performance across countries and regions, effectively building on the earlier 2019 NDC monitoring and tracking tools created by ATPS and its partners.	AfDB and ATPS
3. Ensuring ownership of the country-level NDC process and commitment by all primary stakeholders: Prior to the project, stakeholder involvement in NDC processes was uneven and often limited, which weakened government ownership and the overall effectiveness of NDC implementation.	The project demonstrated that government commitment to NDC processes can be strengthened when stakeholders at all levels are inclusively engaged throughout implementation. Inherently, government buy-in is critical in project implementation.	AfDB, ATPS, and governments
4. Smooth transition from NDC 2.0 to NDC 3.0: Without adequate technical support and capacity-building, countries risk limited engagement in updating NDCs and influencing international climate policy discussions.	Providing targeted technical support enables countries to update their national climate plans under the Paris Agreement and actively participate in international negotiations, as demonstrated by beneficiary contributions to COP30 and the transition from NDC 2.0 to NDC 3.0.	AfDB, ATPS, and governments
5. Stirring national, regional, and continent-wide interest in climate change debates: Before the project, there was limited awareness and structured dialogue on NDC tracking, hindering efforts to align climate commitments with national development plans.	The NDC Implementation Index has heightened awareness and interest in NDC tracking, fostering national and regional discussions on integrating NDCs into broader development planning.	AfDB, ATPS, and governments

C

Efficiency

Assesses **Timeliness** of project design and implementation that either contributed to or reduced efficiency. Other aspects not considered here include Cost-Benefit Analysis (CBA) and Value for Money (VfM).

1. Timeliness

The timeliness of project implementation is based on a comparison between the **planned and the actual period** of implementation from the date of effectiveness. Attention should be paid to implementation challenges and how they were addressed in a timely fashion.

Planned project duration – years (A) (as per Approved Project Document)	Actual implementation time – years (B) (from effectiveness for disbursement.)	Ratio of planned and actual implementation time (A/B)	Rating*
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3	3	1	4 (HS)
Narrative assessment (indicative max length: 250 words)			
<p>Project implementation was timely, and there was no variance between the planned and actual period of implementation from the date of effectiveness.</p> <p>The Governance Committee of the ACCF approved, in April 2022, a project proposal titled “Building the Capacity of Selected Sub-Saharan African Countries to Effectively Measure Progress in their Nationally Determined Contributions (NDC) Implementation Using Tracking Tools and Indexes.”</p> <p>In July 2022, the ACCF signed a Grant Agreement of USD 433,730 with ATPS, as the Executing Agency, to implement the project.</p> <p>The three-year project began in 2022 and has progressed toward completion in 2025 as expected.</p> <p>The results delivered by the project align with the project’s expected outcomes and indicate that the initiative has achieved its development objectives.</p> <p>The project has successfully concluded with strong and favourable outcomes toward its ultimate objective. While full compliance with the Paris Agreement is inherently long-term, the project has laid solid, sustainable foundations that are already shaping NDC implementation across 12 African countries. Key achievements include comprehensive stakeholder mapping, systematic data collection, development and publication of the first-ever NDC Implementation Index, and extensive capacity-building of national focal persons and climate champions. The regional policy and dissemination workshop was completed in July, and participating countries formally endorsed key resolutions, signalling strong acceptance of the project’s tools and methodologies. Encouragingly, several countries have already used the project’s outputs to update and streamline their NDC documents, strengthening targeted implementation and performance measurement.</p>			

2. Lessons learned related to efficiency

Key issues (max 5, add rows as needed)	Lessons learned	Target audience
1. Prioritized resources utilization and reallocation for results	It is important to build flexibility into resource allocation, reallocation, and utilization during project implementation to maximize impact. Example: following a review of these planned activities, the ACCF and Executing Agency teams agreed to reallocate resources initially budgeted for the “Refresher training on NDC-relevant data collection and NDC index generation” and the “Updating of stakeholder mapping reports” to instead support the organization of the regional dissemination workshop.	AfDB and ATPS
2. Timely Financial disbursements for activities	The timely release of project funds by AfDB and the implementing agency enabled project activities to be planned and implemented on time. Approval of funds by AfDB to ATPS and the subsequent disbursement from ATPS to partners were timely.	AfDB and ATPS
3. Activity-based payments and deployment of staff timesheets	Staff time sheets and a short report on how activities were implemented acted as the trigger for invoicing and payments. Staff time sheets were used as a yardstick for ATPS payments and disbursements. ATPS released 60% of the funds to focal persons, and the remaining 40% was paid upon submission and	AfDB and ATPS

	approval of partners' reports. This ensured that every financial resource expenditure was tied to a planned activity and an output.	
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D Sustainability

The assessment of sustainability considers the extent to which the project has addressed risks during implementation and put in place mechanisms to ensure the continued flow of benefits after completion. It should also evaluate risks to the sustainability of development outcomes and/or the project's benefits, including resilience to exogenous factors and the continuation of the project's activities and funding. Sustainability should be considered both at the project level and the overall rating of the sustainability outcome is the mean of the rating of the following four criteria: i) *technical soundness*; ii) *financial sustainability*, iii) *institutional sustainability and strengthening of capacities*, and iv) *beneficiary ownership and sustainability of projects*.

1. Technical soundness

The criterion assesses the extent to which the project achievements rely on *sound technology* using inputs efficiently and providing productivity gains. It includes Operation & Management (O&M) facilitation, availability of recurrent funding, etc.)

Rating*	Narrative assessment (indicative max length: 250 words)
4(HS)	<p>The mechanisms established within the project will ensure that outputs and outcomes continue to deliver value long after the initial project team of ATPS/PACJA/WAGED I has disbanded and the budget (AfDB grant) has been spent. The bridge between the successful project launch and long-term operational success is inherently guaranteed.</p> <p>In terms of operational sustainability, the project's deliverables will be effectively implemented, maintained, and funded, as governments have committed to integrating the NDC index into their recurrent development budgetary provisions as part of their countries' reporting frameworks. These countries have agreed to successfully implement their NDCs and progressively increase their NDC ambitions in compliance with the Paris Agreement. All governments of the target countries agreed to use the NDC index tools and to train relevant officers who were involved in the project. Commitment letters and Memoranda of Understanding (MoUs) were obtained from the relevant agencies to enable the whole process.</p> <p>In terms of management facilitation sustainability, the project ensured that the organizational structures, processes, and knowledge existed to support and govern the deliverables. The "soft" infrastructure was established across participating organizations and institutions, including the implementing agency. The leadership, processes, and culture that enabled the operational side to thrive, including its governance and support system. ATPS, together with PACJA and WAGED I established a sound management structure that was instrumental in delivering the project outputs and outcomes.</p>

2. Financial sustainability and strengthening of capacities

This criterion assesses the extent to which funding mechanisms and modalities have been put in place to ensure the continued flow of benefits after project completion, with particular emphasis on financial sustainability.

Rating*	Narrative assessment (indicative max length: 250 words)
3(S)	<p>Representatives from various government agencies and ministries who participated in the project committed to integrating NDC processes in their national development plans, with a key focus on priority sectors affected by climate change. These commitments would take the form of budgetary allocations to drive the NDC process and also the initiation of dialogue with donors and key UN institutions, including UNEP, UNDP, and other agencies affiliated to development partners that support environment and climate change activities. From the onset, the project team worked with all stakeholders, particularly the governments, which were the main responsible implementers of the Paris Agreement, through the focal points. Governments' buy-in (enforced through commitment letters and MoUs) for the project ensured that the NDC index tools</p>

are consistently used to assess progress in meeting the set targets. The project team obtained letters of no objection and signed MoUs with representatives of the target national governments to work together annually to provide data for the NDC index.

3. Institutional sustainability and strengthening of capacities

The criterion assesses the extent to which the project has contributed to strengthening institutional capacities. The evaluation should examine whether or not improved governance practices, skills, procedures, incentives, structures, or institutional mechanisms resulted from the implementation of an operation under the project.

Rating*	Narrative assessment (indicative max length: 250 words)
4(HS)	<p>The ToT was the key methodology the project deployed and relied on to ensure its impacts persisted beyond the duration of ACCF funding. The 72 trainees were selected from various key sectors and stakeholder categories mandated by their organizations and enthusiastic about ensuring the NDC targets are met. These trainees (TOTs) will be expected to train other officers in their respective sectors and institutions once they graduate, thereby continuing to steadily update NDC data in their countries. Governments will also be obligated to fund subsequent training programmes based on the MoUs and commitment letters signed and supported by other well-wishers from the private sector and civil society. Narrative assessment of government officials from various beneficiary countries through online interviews indicated a strong commitment by governments to allocate resources through budgetary processes to support continuous capacity building in NDC processes at the country level, thereby facilitating a smoother transition from NDC 2.0 to NDC 3.0.</p> <p>The training of 72 focal points and champions (TOTs) subsequently enables them to train other stakeholders in their respective countries (ministries, county governments, regional governments, etc.). To paraphrase an NDC champion and project beneficiary, “the NDC process strengthened our capacity to contribute to Sierra Leone’s NDC development”. “Working as a team for Sierra Leone will enable us to support our country in the NDC revision process in the future”.</p>

4. Ownership and sustainability of project results

The assessment determines whether the project has effectively involved *relevant stakeholders, promoted a sense of ownership amongst the beneficiaries* (country, region, including both men and women as well as the youth) and put in place *effective partnerships* with relevant stakeholders (e.g. local and municipal authorities, governments, civil society organizations, private sector, RECs, partners/donors etc.) as required for the continued maintenance of the projects outputs and outcomes.

Rating*	Narrative assessment (indicative max length: 250 words)
4(HS)	<p>The successful implementation of the project was largely due to the high level of ownership and commitment by the respective governments and the cross-sector stakeholders directly concerned by climate change impacts. The relevant MDAs and other state institutional participants provided leadership for the project's NDC implementation and offered to primarily monitor it in their respective countries. Significant efforts were also made to engage all other relevant stakeholders to ensure their active involvement and contributions in shaping and implementing the NDC process agenda. For example, in Namibia, the timing of the NDC index data collection exercise aligned with the country’s NDC tracking chapter for the Biennial Transparency Report, facilitating access to relevant data and enhancing the value of their work.</p> <p>In several project countries, members of civil society organizations were also instrumental in exerting pressure on governments and relevant institutions when governments or institutions slackened or slowed implementation of NDC targets. Plugging in members from academia also ensured that knowledge was disseminated to students and researchers, resulting in adequate data in the fields highlighted by the tool.</p>

5. Environmental and social sustainability

Where applicable, the assessment will cover possible adverse *environmental impacts* (linked to B.4 unintended consequences under effectiveness above). With respect to social sustainability, the assessment of how effectively *gender and youth issues* were

mainstreamed in the activities of the project at both the design and implementation, and the achievement of the associated expected outputs.

Rating*	Narrative assessment (indicative max length: 250 words)
3(S)	<p>The project was cognizant of various cross-cutting issues, including gender, inclusivity, the socioeconomic development of youth and women, and livelihoods. Youth, women, and other marginalized communities were mapped as the most susceptible to the extreme negative impacts of climate change due to their limited adaptive capacities. Enhancing emission reductions as the key outcome of meeting NDC targets would therefore reduce climate impacts on these vulnerable groups.</p> <p>The ATPS and its partners prioritized the needs of vulnerable groups, and this was well captured in the project's institutional strategic plans and programmatic actions. The project team comprised youth, men, and women, as well as individuals from different nationalities, ethnicities, and religious backgrounds, bringing a rich mix of cultures and practices.</p> <p>In addition, as part of the implemented project activities, the selection of national focal persons was mandatory and gender- and inclusivity-sensitive. 39% of the focal persons were women, and 28% were youths. The data collection tools developed also included gender-specific data collection from the outset. Additionally, at every opportunity available, it was ensured that the marginalized and disadvantaged members of society, including people living with disabilities, whose proportion was 5%, were among the project participants and beneficiaries. For instance, during the project promotion workshops and other activities, we ensured that these communities were well represented to understand their national status regarding NDC implementation, so as to use the data and information provided to inform decision-making.</p>

6. Lessons learned related to sustainability

Key issues (max 5, add rows as needed)	Lessons learned	Target audience
1. Non-state Actors are crucial in the NDC process	Beneficiary countries' strategies for engaging various categories of non-state actors made it easier to gather information from sources including industry, private-sector businesses, academia, agriculture, and others. This reflected the fact that non-state actors are a key stakeholder in every country's NDC process, and their role cannot be downplayed or replaced, as they complement governments' efforts.	AfDB, ATPS, and governments
2. Value of multidisciplinary teams in the NDC process	The project deployed multi-disciplinary teams with various comparative advantages in key NDC sectors. Each member of the teams made special contributions that uniquely drove the NDC process in their countries (academia, environmentalists, sociologists, climate change specialists, economists, statisticians, engineers, managers etc.). Members of these teams were also trained as TOTs to conduct future training during the NDC implementation process in their respective countries.	AfDB, ATPS, and governments
3. The foundation for future climate-related reporting and data collection established	Project beneficiary countries opined that the exercise of collecting data and developing the index had been firmly grounded in a clearly outlined format to be adopted in all future NDC processes. They, however, noted that there was still room to refine the tool process to suit future circumstances as they evolve in individual countries.	AfDB, ATPS, and governments

III Summary of key lessons learned and recommendations

1. Key lessons learned

Key issues (max 5, add rows as needed)	Key lessons learned	Target audience
1. Potential for project scalability	The project demonstrated strong potential for scalability as it currently stands out as the only Sub-Saharan Africa (SSA) initiative focused on the NDC Index that combines progress assessment with capacity building. With increased investment from governments (through national development plan budgetary allocations), development partners, and other donors, the project's findings could meaningfully inform the future revision and updating of countries' NDCs and potential outscaling to more SSA countries. This becomes critical, especially as countries transition from NDC 2.0 to NDC 3.0	AfDB, ATPS, and governments
2. Government buy-in is critical for project success	Half of the trained climate champions were government civil servants, which facilitated data collection due to their access to official information: (these civil servants were not directly paid, but they worked closely with the other climate change champions). Future project activities should incorporate active budget lines that increase government participation in the NDC process. Leveraging climate change champions from the ministries responsible for climate change proved effective in gathering information. The No Objection Letters signed by government officials in each country were instrumental in ensuring effective country engagement and access to relevant data.	AfDB, ATPS, and governments
3. Process of data collection is intense and expensive: Fixed and short data submission timelines, coupled with insufficient funding, hindered thorough data collection, limiting the accuracy and effectiveness of the NDC Implementation Index.	The time allocated for data collection was very limited compared to the amount of information/data needed. For example, in most countries, the data collection process took more than 2/3 months, yet the data submission timelines were fixed. Most of the countries proposed for extended data collection periods and allocation of sufficient resources to facilitate this important activity. Allocating sufficient funds is important because the data collection approaches used were constrained by the limited budget.	AfDB and ATPS
4. Structured NDC 3.0 consultation process is multi-stakeholder-led and more successful. Previous NDC updates lacked structured, inclusive stakeholder engagement, limiting the integration of social, gender, and sector-specific considerations into climate	Unlike the 2021 NDC, the new NDC update involved a more structured consultation process with civil society, local governments, youth groups, women's organizations, private sector actors, and vulnerable communities, as part of the project's awareness-raising process. This reflected a shift toward co-designing climate actions and ensuring that NDCs support broader development objectives, such as gender equality, social inclusion, and poverty reduction. The 2025 NDCs also place greater emphasis on adaptation and resilience, integrating updated assessments on climate	AfDB, ATPS, and governments

planning and reducing alignment with national development priorities.	risks across agriculture, water resources, health, and coastal systems. The project's capacity-building component highlighted these key inputs into NDC 3.0.	
5. Political instability (in some countries) is a threat to long-term NDC processes: In some countries, competing short-term development priorities driven by political and economic challenges risk diverting attention and resources away from NDC implementation and long-term climate planning.	Political instability and economic pressures can undermine sustained support for long-term climate initiatives, underscoring the need to build resilient systems that sustain NDC monitoring and planning amid short-term national challenges.	AfDB and ATPS

2. Key recommendations (with particular emphasis on ensuring sustainability of project benefits)

Key issue (max 10, add rows as needed)	Key recommendation	Responsible	Deadline
1. Scope and limitations of the index	It is important to explicitly communicate and define the scope, including what the index measures and what it does not, through disclaimers on the index platform. This will help manage expectations and ensure that countries understand the basis of their rankings, minimizing potential misunderstandings or challenges to the results. As much as possible, the index measures should be discussed with the relevant government ministries and agencies to ensure uniformity, buy-in, and acceptance by all stakeholders.	ATPS/PACJA/WAGEDI, and governments	
2. The online NDC Index platform	The online NDC Index platform will be maintained and regularly updated beyond the project's completion to share the NDC indices and support the development of NDC 3.0. To ensure the sustainability of these efforts, the Executing Agency will require further financial resources, principally from the African Development Bank (AfDB) and other willing and potential donors whose work aligns with climate change priorities. At the same time, the Executing Agency is actively pursuing opportunities to scale up the project post-completion. For each online platform, include a disclaimer clarifying the scope of the NDC tracking tool—specifically, what it is designed to measure and its limitations.	ATPS	
3. Data collection processes	It is important to always engage non-state actors, private-sector players, civil society teams, academia, and other independent actors to support and streamline the data collection process. Expand the data collection teams to reflect the diversity of expertise and sectors involved.	ATPS/PACJA/WAGEDI	

4. Resource support in the NDC index tool process	Provide adequate logistical support for data collectors, particularly to enable travel between various locations. Experience across various beneficiary countries showed that the process of data collection for NDC reporting was relatively expensive. Future data collection exercises should be government-driven and supported through adequate budgetary support for development plans.	AfDB and ATPS	
5. Coordinated action in project implementation activities	To ensure effectiveness and ease of data collection, and for other official and sensitive engagements, ensure timely communication with government agencies, particularly the UNFCCC focal points, to facilitate data collectors' access to information.	ATPS/PACJA/WAGEDI	
6. Integration of country-level NDC processes into overall national development plans/strategies and budgetary allocations	Across the project countries, the new NDC is expected to strengthen the financial architecture, clarify institutional roles, and improve MRV systems to track progress. Overall, while the 2021 NDC laid the foundation for most countries' climate commitments, the 2025 NDC is being designed to be more ambitious, more inclusive, more evidence-based, and more aligned with long-term resilience and development goals. Governments have now agreed to allocate all resources for the NDC process in addition to resources contributed by donors and development partners. Institutional Integration, where there is a need to embed the NDC Implementation Index Platform into countries' national climate monitoring and evaluation systems. There is also need to advocate for national budget allocations to maintain and upgrade digital tools and explore blended finance models with development partners, the private sector, and climate funds for sustainable financing.	ATPS, and governments	
7. Dealing with incomplete and outdated data from government sources	A number of countries had inconsistent data collection processes, outdated or incomplete climate data due to inadequate tools and weak data management systems. There was also a lack of harmonized data collection procedures across ministries, agencies, and departments. This was complicated by limited access to the technologies needed for effective monitoring, reporting, and verification, as well as to skilled technicians. Further capacity development and technology deployment support within public institutions should precede their resources independence from budgetary allocations. Inherently, donor support in such countries still remains paramount in the short run. Future emphasis on capacity building and the use of structured tracking tools will provide a foundation for sustainable and transparent climate governance in these countries. These countries have the opportunity to seek funding where they have weaknesses to reduce the risk of failure in the MRV process.	ATPS, and governments	

IV Overall PCR rating

Dimensions and criteria	Rating*
DIMENSION A: RELEVANCE	4
Relevance of project objective (II.A.1)	4
Relevance of project design (II.A.2)	4
DIMENSION B: EFFECTIVENESS	4
*Development Objective (DO) (II.B.4)	4
DIMENSION C: EFFICIENCY	4
Timeliness (II.C.1)	4
DIMENSION D: SUSTAINABILITY	3
Technical sustainability (II.D.1)	4
Financial sustainability (II.D.2)	3
Institutional sustainability and strengthening of capacities (II.D.3)	4
Ownership and sustainability of partnerships (II.D.4)	4
Environmental and social sustainability (II.D.5)	3
OVERALL PROJECT COMPLETION RATING	4

***Method for rating Development Objective (DO).** The ratings derived for *outcomes and outputs* are combined to assess the progress that the project has made towards realizing its Development Objective (see IPR Guidance Note for further instructions on DO rating). The following simple method is applied:

- 4 – Highly Satisfactory:** Both outcomes and outputs are rated highly satisfactory.
- 3 – Satisfactory:** Both outcomes and outputs are rated at least satisfactory.
- 2 – Unsatisfactory:** Either the outcomes or the outputs are rated unsatisfactory.
- 1– Highly Unsatisfactory:** Either the outcomes or the outputs are rated highlyunsatisfactory.

The figure below indicates the recommended DO ratings (HS, S, U, HU) for the various combinations of outcomes and outputs ratings

		Outcomes rating			
		4	3	2	1
Outputs rating	4	HS	S	U	HU
	3	S	S	U	HU
	2	U	U	U	HU
	1	HU	HU	HU	HU