TERMS OF REFERENCE

Terminal Evaluation of the UNEP project

"Environment in Humanitarian Action (EHA), including disaster waste management: Scaling-up resilience to disasters and conflicts" (SMA ID 39979 - PIMS ID 2045)

Section 1: PROJECT BACKGROUND AND OVERVIEW

1. Project General Information

Table 1. Project summary

UNEP SMA[1] ID:	39979 (PIMS 2045)	Grant ID[2] (if applicable):	
UNEP Management (Division/Branch/Unit):	Ecosystems Division – Disasters and Conflicts Branch (for EHA component); Industry and Economy Division – International Environmental Technology Centre (IETC) (for Disaster Waste Management),		
Implementing Partners:	UNEP/ OCHA Joint Unit (JEU), UNEP IETC, Regional Offices (ROA, ROWA, ROLAC and ROE), UNOCHA, UNWFP, UNICEF and UNHCR.		
Sources of Funding:	*Country[3](ies):* *Germany, Japan*	*Institution[4] Name/Type:* BMU-IKI, Japan (through IETC)	
Relevant SDG(s):	Environment - humanitarian interactions operate through reduced exposure (SDG 1.3, 3.9, 6.3, 12.4, 12.8, 13.3), improved resilience of communities (SDG 1.3, 11.b, 13.1, 17.7) and ensured sustainability (SDG 9.1, 9.4, 11.b, 12.8, 13.3, 16.6, 17.14). The project also contributes to the Global Partnership of Sustainable Development within SDG 17 (17.9) by enhancing efficiency and the quality of humanitarian action.		
MTS (all that apply):	2018-2021; 2022-2025	UNEP approval date:	07/02/2019
POW Direct Outcome(s) number/reference[5] *(applicable for projects approved from 2022):* **OR** POW Output(s) number/reference **Error! Bookmark not defined.** *(applicable for projects approved pre-2022):*	*POW Direct Outcome:* Climate Action (1.1, 1.4) Nature Action (2.1, 2.9, 2.16) Chemicals and Pollution Action – (3.1, 3.5, 3.13)	MTS 2025 Outcome(s) number/reference **Error! Bookmark not defined.** *(applicable for projects approved from 2022):* **OR** POW Expected Accomplishment(s) number/reference **Error! Bookmark not defined. Error! Bookmark not defined.** *(applicable for projects approved pre-2022):*	*MTS 2025 Outcome:* Outcome 1B, 2A, 3A and 3C
	POW Output: 2018-2019 – EA (b) 2 2020-2021 – EA (b) 2		*POW Expected Accomplishment:* 2018-2019: EA (b); EA (a): (Secondary); EA (c): (Secondary); SP5: EA(b) (Secondary) 2020-2021: EA (b); EA (a): (Secondary); EA

[1] *SMA refers to the ID provided by the Integrated Planning, Management and Reporting Solution (IPMR) system, which was introduced by UNEP in July 2023. Previously, it was referred to as a PIMS ID number.*
[2] *For example, ID references from EC, IKI, UNDA, Adaptation Fund, GCF.*
[3] *Where applicable, list countries who have provided project funds and/or co-finance.*
[4] *Indicate where funding institutions are any/all of the following: Foundation/NGO; Private Sector; UN Body; Multilateral Fund; Environment Fund; Other.*
[5] *For these items do not include full text; only enter the number or reference.*

			(c): (Secondary); SP5: EA(b) (Secondary)
Sub-programme:	Subprogrammes: Nature Action (*the former Resilience to Disasters and Conflicts subprogramme was embedded partly under Nature Action*); Climate Action; Chemicals and Pollution Action	Programme Coordination Project (if relevant):	
Expected start date:[6]	December 2018	Actual start date:[7]	February 2019
Planned completion date:**Error! Bookmark not defined.**	December 2020	Actual operational completion date:	June 2023
Planned project budget[8] at approval:	*Planned* Core Funding (regular budget, Environment Fund, etc.): N/A		
	Planned Extra-budgetary Funds[9]: *Cash: USD 438,652 (German BMU, SIDA, PSCs); In-kind: USD 154,917*		
	Total Planned Budget: USD 713,652		
Secured budget[10]	Secured Core Funding (regular budget, Environment Fund, etc.):		
	Secured Extra-budgetary Funds: Cash: USD 713,652 In-kind: USD 154,917		
	Total secured budget: USD *868,569*		
Actual expenditures reported (cash only):	Actual Core Funding expenditures reported as of: 31/12/2023		
	Actual Extra-budgetary Funds expenditures reported as of: 31/12/2023		
	Total actual expenditures reported as of: 31/12/2023		
First disbursement:	2019 - USD 300,600	*Planned* date of financial closure:	*TBC*
No. of formal project revisions:	4 approved revisions (2019, 2020, 2021, 2022)	Date of last approved project revision:	2022
No. of Steering Committee meetings:	EHAN - 8	Date of Last Steering Committee meeting:	2023
Mid-term Review/ Evaluation[11] *(required or not required):*	UNEP requirement: Yes / Donor requirement:	Mid-term Review/ Evaluation actual date:	Not conducted.
Terminal Evaluation *(planned date):*	July 2026	Terminal Evaluation actual date:	TBC

[6] *Expected/planned dates are listed in the Project Document (ProDoc).*
[7] *Actual start date is the date of project approval by the Division Director.*
[8] *Total budget may include: Regular Budget, Environment Fund, Extra-Budgetary, including 'softly-earmarked' etc.*
[9] *Extra-budgetary funds may include co-finance (cash/in-kind).*
[10] *From last project/budget revision.*
[11] *UNEP projects of four or more years duration require an MTR unless there is an exceptional circumstance. See the Evaluation in the Project Cycle section in the Evaluation Office's operational manual. Donor requirements may vary and should be considered in conjunction with UNEP's requirements.*

Coverage - Country(ies):	Sudan, Chad, Burundi, Uganda, Colombia, Myanmar	Coverage - Region(s):	Global; Africa; Asia-Pacific; Latin America.
Dates of previous project phases:	N/A	Status of future project phases:	None

2. Project Rationale

While the root causes of many humanitarian crises are political, climate change and the degradation of renewable natural resources have increasingly acted as key aggravating factors. At the time of project design, environmental considerations frequently fell through the cracks between humanitarian and development actors. Although humanitarian crises often cause significant environmental damage, such impacts were rarely addressed in emergency response efforts.

Environmental risks, including land degradation, pollution, and large-scale waste generation, can exacerbate vulnerability and undermine recovery. One particularly pressing issue is disaster waste management (DWM). Crises often produce hazardous and non-hazardous waste that threatens health, safety, and the environment. Despite its importance, DWM is often limited to short-term debris removal, with little attention paid to long-term planning, coordination, or environmentally sound disposal—particularly of hazardous materials such as medical waste, batteries, or e-waste. Yet, when managed effectively, disaster waste can contribute to resilience, recovery, and even "Build Back Better" efforts. Doing so requires pragmatic, scalable tools, institutional ownership, and integration within humanitarian coordination structures.

The project ***"Environment in Humanitarian Action (EHA), including disaster waste management: Scaling-up resilience to disasters and conflicts"*** was designed to address this persistent and under-recognized gap: the integration of environmental considerations into emergency preparedness, response, and recovery. In many contexts, environmental degradation—whether a cause or consequence of crisis—intensifies vulnerability and impedes long-term development. Despite increasing awareness of these dynamics, environmental issues were often overlooked due to limited operational capacity, time constraints, and weak coordination mechanisms within the humanitarian system.

This project was to respond by promoting more systematic approaches to environmental risk management. Its goal was to build technical and institutional capacity among humanitarian actors to identify and address environmental risks, implement environmentally responsible operations, and integrate relevant data and tools, such as NEAT+, into humanitarian planning frameworks.

The project also sought to strengthen climate adaptation and resilience in humanitarian hotspots and improve the overall quality of humanitarian action. Its intended outcome was for global, national, and local humanitarian actors to better recognize, manage, and reward environmental stewardship in decision-making. This was to be achieved by embedding environmental considerations, including climate vulnerability and disaster waste management, into humanitarian plans and processes.

At design, the project aimed to achieve four results (project outputs):

- ***Knowledge generation & integrated analysis:*** Improved understanding of climate and environmental risk in humanitarian hotspots by international, national and local humanitarian actors.
- ***Knowledge Management & Advocacy:*** Increased consultation, access to and use of tools and guidance materials for integrating environmental issues in humanitarian action by humanitarian decision makers.
- ***Knowledge sharing & coordination:*** Increased integration of environmental risk and vulnerability data and information (disaggregated by age and gender) in humanitarian planning processes, policies and plans.
- ***Leveraging:*** Waste management issues (incorporating gender aspects) integrated within broader disaster response plans and actions as well as disaster contingency planning included as part of city and national level waste strategies.

In the approved Project Document (ProDoc), pilot activities targeted countries facing high humanitarian and environmental risk: Chad, Burundi and Sudan (climate change adaptation focus in humanitarian settings) and Nepal, the Philippines, China, and Dominica (disaster waste management focus). Later on, through project revisions the target countries changed to Sudan, Chad, Burundi, Uganda, Colombia, Myanmar and Brazil.

The project was to engage both national stakeholders and global humanitarian partners, emphasizing upstream analysis (e.g., risk assessments), operational support (e.g., technical tools and guidance), and policy engagement to embed environmental concerns in decision-making.

The project was grounded in UNEP's mandate to promote environmental sustainability in disaster- and conflict-affected settings and aligned with UNEP's MTS and PoW under the former subprogramme on Resilience to Disasters and Conflicts. It also contributed to key global frameworks, including the 2030 Agenda for Sustainable Development, the Paris Agreement, and the Sendai Framework for Disaster Risk Reduction.

The implementing body—the UNEP/OCHA Joint Environment Unit (JEU)—brought over 25 years of experience bridging humanitarian and environmental sectors. Through the JEU, UNEP aimed to scale up its engagement with humanitarian actors and ensure environmental considerations were systematically embedded into humanitarian policies, planning, and operations.

3. Project Results Framework

Initially approved in late 2018 with implementation spanning through 2020, the project went through four subsequent revisions (2019–2022), extending its duration through mid-2023 and expanding its scope and funding base.

Over time, the ProDoc's project's logic framework evolved to reflect the four project revisions.

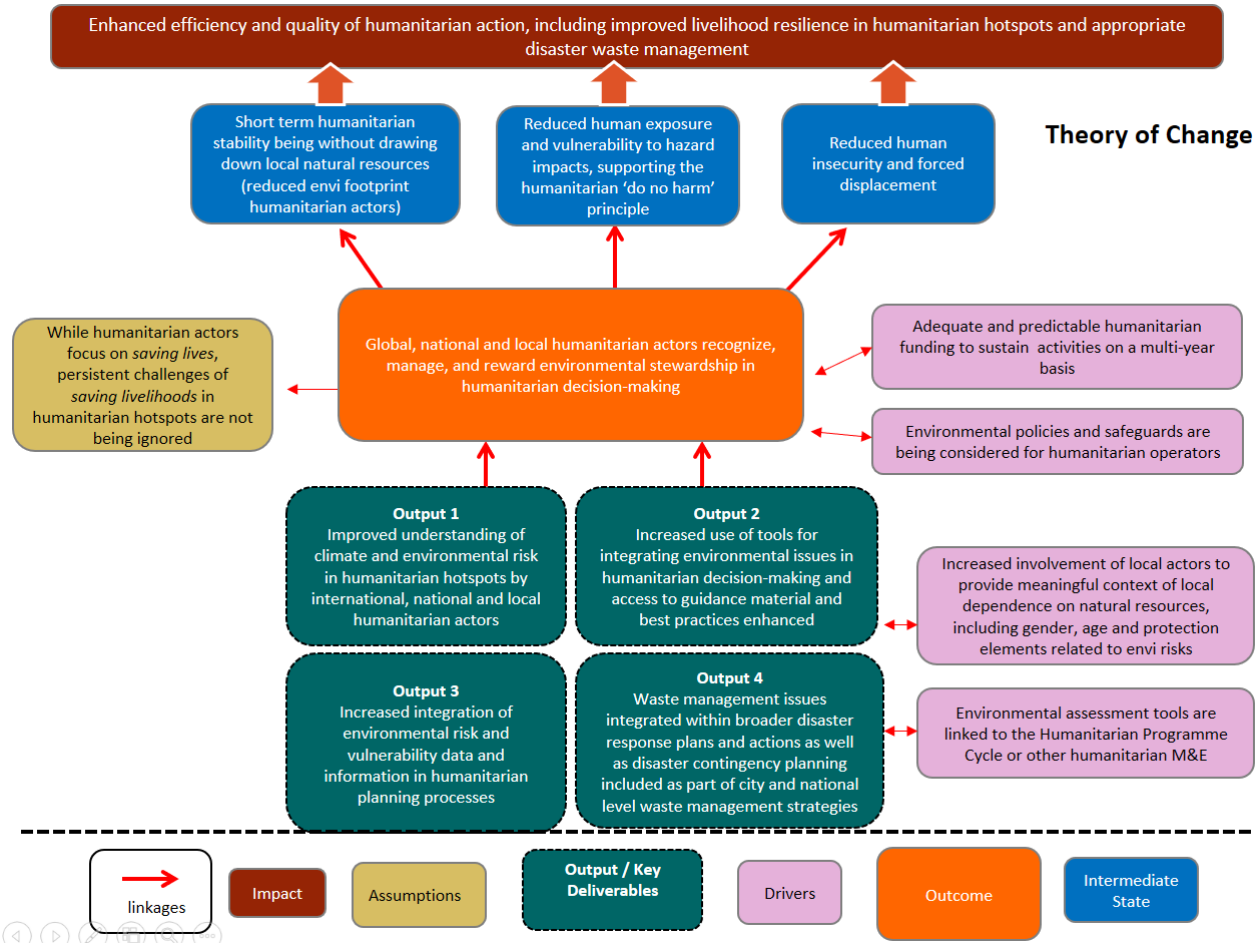
Table 2: Results Frameworks per last project revision in 2022.

Project Objective: Emergency response post-crisis recovery plans supported by UNEP integrate environmental considerations to increase sustainability recovery.			
ProDoc		**Project Revisions**	
Project Outcome	**Indicators and Targets**	**Revised Project Outcome**	**Revised Indicators and Targets** *(per project revision 4)*
Global, national and local humanitarian actors recognize, manage, and reward environmental stewardship in humanitarian decision-making	a) Number of country-specific humanitarian planning documents that integrate UNEP's assessment recommendations in humanitarian hotspots (Baseline 0; target 6). b) Number of people in humanitarian hotspots where there is evidence of improved capacity to manage climate and environmental shocks and risks (Baseline: 0, Target: 200,000)	Global, national, and local humanitarian actors recognize and manage environmental stewardship in humanitarian decision-making **(revised in project revision 3)**	a) Baseline 0; target 17 b) Baseline: 0, Target: 300,000 c) Number of humanitarian actors at global level adopting environmental stewardship tools for humanitarian action **(Indicator introduced in project revision 3)** (Baseline: 0; target:12)
Project Outputs	**Indicators and Targets**	**Revised Project Outputs**	**Revised Indicators and Targets (per revision 4)**

1. Improved understanding of, and engagement in, climate and environmental risk analyses in humanitarian hotspots by national and local humanitarian actors	a) Number of actors that express perceptions of increased ability to address environmental integration in humanitarian settings (Baseline 0; Target: 3 government institutions, 4 humanitarian organizations). b) Number of organizations involved in climate risk and vulnerability analyses in humanitarian hot spots conducted (baseline 0; target:45)	**Component 1 removed from the project through project revision 4**	a) Baseline 0; Target: 9 government institutions, 12 humanitarian organizations b) baseline 0; target:138
2. Increased consultation, access to and use of tools and guidance materials for integrating environmental issues in humanitarian action by humanitarian decision makers	a) Number of organizations involved in the development of tools and guidance materials for the integration of environmental considerations in humanitarian action (Baseline:0, Target: 10) b) Number of humanitarian decision makers that have access to and are using project knowledge products, guidance and tools in the promotion of integration of environmental considerations in humanitarian action (baseline: 0, Target: 70)		a) Baseline:0, Target: 38 b) baseline: 0, Target: 650
3. Increased integration of environmental risk and vulnerability data and information (disaggregated by age and gender) in humanitarian planning processes, policies and plans	a) Number of humanitarian planning processes conducted in humanitarian hotspots with consideration of environmental risks and vulnerability (baseline 0; target 3)	Humanitarian planning process conducted with consideration of environmental risk and vulnerability analyses in humanitarian hotspots by national and local humanitarian actors **(Revised in project revision 2 and 3)**	a) baseline 0; target 18
4. Waste management issues (incorporating gender aspects) integrated within broader disaster response plans and actions as well as disaster contingency planning included as part of city and	a) Number of countries and cities that have used UN Environment analysis or guidance in implementing environmentally sound technologies and sound environmental management policies and good practices related to disaster waste management, in accordance with relevant MEAs (baseline: 0, target: 2)	**Component 4 removed from the project through project revision 2**	**Component 4 and their a) and b) Indicators and targets were removed from the project through project revision 2**

national level waste strategies	b) Number of disaster response plans and actions that integrate waste management issues (Baseline: 0; Target: 4)		

Figure 1: Theory of Chance at design, based on approved Project Document, page 36



4. Executing Arrangements

The project was implemented by UNEP and primarily executed through its Ecosystems Division, with contributions from other UNEP entities and external partners. Over the course of the project and through successive revisions, implementation responsibilities were adjusted to respond to evolving needs and funding sources.

The project was expected to be implemented by the UNEP/OCHA Joint Environment Unit (JEU) and managed by a JEU project manager, who would report to the Chief of JEU, with the Chief reporting to the Branch Chief

of UNEP's Disasters and Conflicts Branch. The JEU project manager was to oversee the day-to-day management of outputs 1, 3, and 4, and ensure coherence and linkages across all four outputs. Activities under project output 4 were to be directly overseen and implemented by a project manager within UNEP's International Environmental Technology Centre (IETC), who would report to both the IETC Director and the JEU project manager. Regular reporting was expected in line with donor and UNEP requirements, and a cloud-based information management system was to be established to facilitate coordination and information exchange with IETC. Project implementation and outreach was to benefit from close collaboration with UNEP's Disasters and Conflicts Branch. Within OCHA, project activities were to align with the organization's work plan to ensure complementarity and synergies.

The project was expected to be carried out in collaboration with OCHA and UNEP Country Offices (with Sudan being the only pilot country with a UNEP Country Office), using established internal structures. Outputs 1, 2, and 3 were to be implemented in coordination with in-country networks and partners such as WFP, UNHCR, and UNICEF—particularly through the joint project "Adaptation to Climate Change in Sub-Saharan African Humanitarian Situations," funded by the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU). UNEP's role in this joint initiative was to focus on analysis and institutional capacity-building, rather than direct field implementation in countries like Sudan, Chad, and Burundi.

Two coordination mechanisms were to support this joint UNEP: National Committees in each country (meeting monthly) and a Programme Steering Committee at headquarters level, which was to meet three times annually, including two sessions prior to donor reporting deadlines in February and September. The Steering Committee was also to include country representatives to report on progress.

A Project Steering Committee was to be established and expected to convene twice a year alongside meetings of the Strategic Advisory Group on Environment and Emergencies (SAGEE). The Steering Committee's membership and Terms of Reference were to be endorsed upon project approval. In cases where in-person meetings were not feasible, virtual or electronic sessions were to take place. Members of the Steering Committee were expected to include:

- UNEP (Resilience to Disasters & Conflicts Subprogramme Coordinator, Chief of the Disasters and Conflicts Branch, Director of IETC),
- OCHA (Chief, Emergency Response Support Branch),
- World Food Programme (Lead Project Manager of the "Adaptation to Climate Change" joint project),
- The Chair of SAGEE,
- One representative from each pilot country,
- UNEP Regional Humanitarian Affairs Officers, particularly from Africa,
- Project donors, including BMU (Germany) and the Ministry of Environment, Japan.

SAGEE was expected to play a key strategic role in providing guidance, monitoring, and oversight of project results. It was to advise the UNEP Executive Director and the UN Under-Secretary-General for Humanitarian Affairs/Emergency Relief Coordinator on environment and emergency issues through the JEU. Its role included identifying future risks and priorities, advocating for greater attention to environmental emergencies, and fostering strategic partnerships and resource hubs. Project results were also to be shared with members of the Environmental Emergencies Forum (EEF).

UNEP Regional Offices, especially through Regional Humanitarian Affairs Officers (notably in Africa), were to provide political liaison and coordination at regional and national levels to mitigate the risk of weak national ownership. UNEP Country Offices (particularly Sudan) were expected to support engagement with governments and stakeholders, ensuring alignment with broader UNEP and OCHA initiatives.

OCHA's Emergency Response Support Branch, along with OCHA's country and regional offices, was expected to advise on country-specific contexts and liaise with humanitarian coordination structures. The project was also to engage with OCHA's Needs Assessment and Analysis Section (NAAS), under the Assessment, Planning & Monitoring Branch, especially under output 3. This engagement aimed to support the inclusion of environmental actors in coordinated needs assessments. In addition, the project was to collaborate with the OCHA Centre for Humanitarian Data in the Netherlands, which focuses on enhancing the use and impact of

data in humanitarian crises. This collaboration could involve identifying entry points for integrating environmental data into existing humanitarian analysis processes and tools.

In cases where OCHA Country Offices identified gaps in environmental expertise, they could request an Environmental Field Advisor through the Stand-by Partnership Programme, deployed at no cost to the requesting office or the project.

5. Project Cost and Financing

The project was originally approved with a planned budget of approximately USD 880,000, including both secured funding and in-kind contributions. Over time, through four approved project revisions (2019–2022), the total budget was expanded to reflect additional donor contributions and an extended implementation period.

Table: ***Total Budget at Design (2018)***

TYPE OF FUNDING	SOURCE OF FUNDING	Details	2018	2019	2020	Total (USD)
CASH	Environment Fund activity budget					
	Regular Budget activity budget					
	Extra budgetary Funding (posts + non-post+PMC)	Secured (German BMU - IKI)[12]	8,334	205,973	8,731	**223,039**
		Secured (Japan, through IETC)	-	57,523	4,425	**61,948**
		PSC on Secured funds (7%, German BMU – IKI)	583.4	14,418.1	611.2	**15,613**
		PSC on Secured funds (13%) (Japan, through IETC)	-	7,478	575	**8,053**
		Unsecured XB funding (Japan, GCF; Disaster Waste workstream)[13]	-	65,000	65,000	**130,000**
		XB Sub-total				
	SUB- TOTAL					**438,652**
TOTAL PROJECT PLANNED BUDGET (without EF & RB posts)						
In Kind EF & RB Posts	Extrabudgetary	UN Environment / OCHA Joint Unit	9,962	119,546	65,196	**194,705**
	Japanese Counterpart Contribution (JCL)	UN Environment IETC	25,000	61,000	-	**86,000**
	Regular Budget	Regional Humanitarian Affairs Officers	8,414	100,965	50,482	**159,861**

[12] Project Proposal *"Adaptation to climate change in sub-Saharan African humanitarian situations"*, as submitted by WFP with UN Environment / OCHA Joint Unit, UNICEF, UNHCR, WWEA as implementing partners to the Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU) – International Climate Initiative

[13] *No activities in logframe are financed with unsecured funding*

	SUB- TOTAL					**440,566**
TOTAL PROJECT PLANNED BUDGET						***879,218***
	Funding secured					

Table: *Budget After Final Project Revision (Rev. 4, 2022)*

TYPE OF FUNDING	SOURCE OF FUNDING	Details	2018	2019	2020	2021	2022	2023	Total
CASH	Environment Fund activity budget								-
	Regular Budget activity budget								-
	TOTAL EF/RB BUDGET		-	-					-
	Extrabudgetary Funding (posts + non-post+PMC)	Secured (German BMU - IKI) - Sponsor 1		214,307	8,731	-	-	-	**223,039**
		Secured (2019 - Swedish Contribution)		24,228	136,046	38,800	-	-	**199,074**
		Secured (2020 - Swedish Contribution)		-	13,889	41,667	-	-	**55,556**
		Secured (2021 - Swedish Contribution)		-	-	107,100	78,085	-	**185,185**
		Secured (2020 - Swedish Contribution)		15,002	611	-		-	**15,613**
		PSC_Sponsor 2019 (8%)		1,938	10,884	3,104		-	**15,926**
		PSC_ Sponsor 2020 (8%)		-	1,111	3,333		-	**4,444**
		PSC_ Sponsor 2021 (8%)				8,568	6,247	-	**14,815**
		Unsecured XB funding	-						
		XB Sub-total							-
	TOTAL XB BUDGET		-	255,475	171,272	202,572	84,332	0	713,652
IN-KIND									-
	Extrabudgetary project post	JEU	**9,962**	**10,000**	**19,188**	**19,188**	**40,000**	**20,000**	**108,376**
	Regular Budget post costs	RHAO	**8,414**		**25,241**	**6,300**	-	-	**31,541**
	Other (OCHA In-Kind)							**15,000**	**15,000**
	TOTAL IN-KIND BUDGET		**43,376**	**281,511**	**115,679**	**25,488**	**40,000**	**35,000**	**154,917**
									868,569

6. Implementation Issues

Throughout its implementation period (2018–2023), the project underwent a series of important operational and strategic adjustments. These changes were formalized through four approved project revisions and informed by evolving contextual challenges, including the global COVID-19 pandemic and emerging opportunities for tool development and partnership expansion.

The project experienced **four formal revisions** (2019–2022), each aimed at refining outputs, extending timelines, adjusting budgets, or aligning implementation with external initiatives:

Project Revision	Date	Justification
Revision 1	08/08/2019	Project Revision 1 reflected an additional USD 215,000 in funding from the 2019 Swedish Partnership Cooperation Agreement to support activities under Output 2 on Knowledge Management and Advocacy. The funds were allocated to enhance the NEAT+ tool through integration with MapX, apply it in field settings in Myanmar and Uganda, provide technical support to partners, and develop

		advocacy and communication materials for lessons learned and evaluation.
Revision 2	31/12/2020	Project Revision 2 changed the pilot countries to: Sudan, Chad, Burundi, Uganda, Colombia, and Myanmar. It also extended the project duration to December 2021, primarily due to COVID-19-related delays and to align with the end of UNEP's PoW. It included a six-month extension of the 2019 SIDA-funded activities and enabled continued coordination staffing. The revision incorporated USD 60,000 in additional funding from the SIDA Partnership Agreement to support development of urban and health components for the NEAT+ tool, technical upgrades via an IT provider, and improvements to the Environmental Emergencies Centre and EHA Connect websites. The revision also excluded the disaster waste management component from the ProDoc, reducing the in-kind P4 staff contribution by USD 60,760. The revision mentions that component 4, which funding source was from the Japan contribution and to be handled by IECT.
Revision 3	22/12/2021	Project Revision 3 extended the project duration by one year, until 31 December 2022, and recorded an additional USD 200,000 from the 2021 SIDA Partnership Agreement (available until June 2022). The additional funding aimed to further strengthen the integration of environmental risks in humanitarian action, enhance the NEAT+ tool for improved disaster assessments, and continue technical support to humanitarian partners during the tool's roll-out.
Revision 4	14/11/2022	Project Revision 4 extended the project duration until 30 June 2023 to allow further advancement of the NEAT+ tool and strengthen the integration of environmental considerations in humanitarian action. It also supported continued technical assistance to humanitarian partners during the tool's roll-out across the humanitarian programme cycle.

These revisions included:

- Integration of the Nexus Environmental Assessment Tool (NEAT+), co-developed with multiple humanitarian actors under a USAID-funded joint initiative, which became a flagship product for environmental screening in humanitarian settings.
- Strengthening of MapX, UNEP's geospatial platform, and its integration into NEAT+ to improve decision-making via spatial data visualization.
- Expansion of country-level support and training, including field applications in countries such as Myanmar, Uganda, Sudan, Chad, and others.
- Amplification of technical support, advocacy, and knowledge dissemination, including through EHA Connect and global platforms such as the Humanitarian Networks and Partnerships Week.

The project encountered some challenges. The evaluation will determine how they impacted the project and whether mitigation measures or adaptive management strategies to maintain progress and accountability were applied:

- COVID-19 led to delay in country implementation for some activities, for example workshops and missions.
- The project's geographical scope shifted from what was originally approved in the ProDoc. For example, Colombia was initially included but later removed.
- Components 1 and 4 were dropped during implementation.
- The project experienced oversight issues apparently due to the scaling down of the disasters and conflicts subprogramme and partly due to funding reductions and/or project management constraints.

Section 2. OBJECTIVE AND SCOPE OF THE EVALUATION

7. Objective of the Evaluation

In line with the UNEP Evaluation Policy[14] and the UNEP Programme and Project Management Manual[15], the Terminal Evaluation is undertaken at operational completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The Evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and the main project partners: UNEP/OCHA Joint Environment Unit (JEU), UNEP Ecosystems Division, UNEP Economy Division – International Environmental Technology Centre (IETC), OCHA, SIDA (Swedish International Development Cooperation Agency), Germany (BMU/IKI), Japan, USAID/OFDA, Norwegian Refugee Council (NRC), MapX Team (UNEP/GRID-Geneva), and UN Country Teams and Humanitarian Clusters in Sudan, Chad, Myanmar, Uganda, and other focus countries. Therefore, the Evaluation will identify lessons of operational relevance for future project formulation and implementation, especially where a second phase of the project is being considered. Recommendations relevant to the whole house may also be identified during the evaluation process.

8. Key Evaluation Principles

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

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

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

Communicating evaluation results. A key aim of the Evaluation is to encourage reflection and learning by UNEP staff and key project stakeholders. The consultant(s) should consider how reflection and learning can be promoted, both through the evaluation process and in the communication of evaluation findings and key lessons. Clear and concise writing is required on all evaluation deliverables. Draft and final versions of the Main Evaluation Report will be shared with key stakeholders by the Evaluation Manager. There may, however, be several intended audiences, each with different interests and needs regarding the report. The consultant(s) will plan with the Evaluation Manager which audiences to target and the easiest and clearest way to communicate the key evaluation findings and lessons to them. This may include some, or all, of the following:

[14] *https://wedocs.unep.org/handle/20.500.11822/41114*
[15] *https://wedocs.unep.org/20.500.11822/42752*

a webinar, conference calls with relevant stakeholders, the preparation of an Evaluation Brief or interactive presentation.

9. Key Strategic Questions

In addition to the evaluation criteria outlined in Section 10 below, the Evaluation will address the **strategic questions** listed below (no more than 5 questions are recommended). These are questions of interest to UNEP and to which the project is believed to be able to make a substantive contribution:

(a) To what extent has the project influenced the norms, practices, or mindsets of humanitarian actors regarding the value and operational relevance of environmental stewardship in crisis settings?

(b) In what ways did the project foster cross-sectoral collaboration (e.g., between environmental, humanitarian, and development actors), and what lessons can be drawn to inform future integrated programming?

(c) How has the project contributed to the development, uptake, and perceived legitimacy of environmental tools (e.g., NEAT+, EHA Connect) as standard or recommended practice within humanitarian processes?

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

10. Evaluation Criteria

All evaluation criteria will be rated on a six-point scale. Sections A-I below, outline the scope of the criteria. A weightings table in excel format will be provided by the Evaluation Manager to support the determination of an overall project rating. The set of evaluation criteria are grouped in nine categories: (A) Strategic Relevance; (B) Quality of Project Design; (C) Nature of External Context; (D) Effectiveness, which comprises assessments of the availability of outputs, achievement of outcomes and likelihood of impact; (E) Financial Management; (F) Efficiency; (G) Monitoring and Reporting; (H) Sustainability; and (I) Factors Affecting Project Performance.

A. Strategic Relevance

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

i. Alignment to the UNEP Medium Term Strategy[16] (MTS), Programme of Work (POW) and Strategic Priorities

The Evaluation should assess the project's alignment with the MTS and POW under which the project was approved and include, in its narrative, reflections on the scale and scope of any contributions made to the planned results reflected in the relevant MTS and POW. UNEP strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building[17] (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology and knowledge between developing countries.

ii. Alignment to Donor/Partner Strategic Priorities

Donor strategic priorities will vary across interventions. The Evaluation will assess the extent to which the project is suited to, or responding to, donor priorities. In some cases, alignment with donor priorities may be

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

[17] *http://www.unep.fr/ozonaction/about/bsp.htm*

a fundamental part of project design and grant approval processes while in others, for example, instances of 'softly-earmarked' funding, such alignment may be more of an assumption that should be assessed.

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

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

iv. Complementarity with Relevant Existing Interventions/Coherence[18]

An assessment will be made of how well the project, either at design stage or during the project inception or mobilization[19], took account of ongoing and planned initiatives (under the same sub-programme, other UNEP sub-programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups. The Evaluation will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Examples may include UNSDCFs or One UN programming. Linkages with other interventions should be described and instances where UNEP's comparative advantage has been particularly well applied should be highlighted.

B. Quality of Project Design

The quality of project design is assessed using an agreed template during the evaluation inception phase, ratings are attributed to identified criteria and an overall Project Design Quality rating is established. The complete Project Design Quality template should be annexed in the Evaluation Inception Report. Later, the overall Project Design Quality rating[20] should be entered in the final evaluation ratings table (as item B) in the Main Evaluation Report and a brief summary of the project's strengths and weaknesses at design stage should be included within the body of the report.

C. Nature of External Context

At evaluation inception stage a rating is established for the project's external operating context (considering the prevalence of conflict, natural disasters and political upheaval[21]). This rating is entered in the final evaluation ratings table as item C. Where a project has been rated as facing either an Unfavourable or Highly Unfavourable external operating context, and/or a negative external event has occurred during project implementation, the ratings for Effectiveness, Efficiency and/or Sustainability may be increased at the discretion of the Evaluation Consultant and Evaluation Manager together. A justification for such an increase must be given.

D. Effectiveness

i. Availability of Outputs[22]

The Evaluation will assess the project's success in producing the programmed outputs and making them available to the intended beneficiaries as well as its success in achieving milestones as per the project design document (ProDoc). Any formal modifications/revisions made during project implementation will be considered part of the project design. Where the project outputs are inappropriately or inaccurately stated in the ProDoc, reformulations may be necessary in the reconstruction of the Theory of Change (RTOC). In such

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[18] This sub-category is consistent with the new criterion of 'Coherence' introduced by the OECD-DAC in 2019.

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

[20] In some instances, based on data collected during the evaluation process, the assessment of the project's design quality may change from Inception Report to Main Evaluation Report.

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

[22] Outputs are the availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities and awareness of individuals or within institutions (UNEP, 2023)

cases a table should be provided showing the original and the reformulation of the outputs for transparency. The availability of outputs will be assessed in terms of both quantity and quality, and the assessment will consider their ownership by, and usefulness to, intended beneficiaries and the timeliness of their provision. It is noted that emphasis is placed on the performance of those outputs that are most important to achieve outcomes. The Evaluation will briefly explain the reasons behind the success or shortcomings of the project in delivering its programmed outputs and meeting expected quality standards.

ii. Achievement of Project Outcomes[23]

The achievement of project outcomes is assessed as performance against the project outcomes as defined in the reconstructed[24] Theory of Change. These are outcomes that are intended to be achieved by the end of the project timeframe and within the project's resource envelope. Emphasis is placed on the achievement of project outcomes that are most important for attaining intermediate states. As with outputs, a table can be used where substantive amendments to the formulation of project outcomes is necessary to allow for an assessment of performance. The Evaluation should report evidence of attribution between UNEP's intervention and the project outcomes. In cases of normative work or where several actors are collaborating to achieve common outcomes, evidence of the nature and magnitude of UNEP's 'substantive contribution' should be included and/or 'credible association' established between project efforts and the project outcomes realised.

iii. Likelihood of Impact

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

The Evaluation will also consider the likelihood that the intervention may lead, or contribute to, unintended negative effects (e.g. will vulnerable groups such as those living with disabilities and/or women and children, be disproportionally affected by the project?). Some of these potential negative effects may have been identified in the project design as risks or as part of the analysis of Environmental and Social Safeguards.

The Evaluation will consider the extent to which the project has played a catalytic role[25] or has promoted scaling up and/or replication as part of its Theory of Change (either explicitly as in a project with a demonstration component or implicitly as expressed in the drivers required to move to outcome levels) and as factors that are likely to contribute to greater or long-lasting impact.

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

E. Financial Management

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[23] An outcome is a change at institutional level, or changes in behaviors, attitudes or conditions achieved from the use (i.e., uptake, adoption, application) of outputs by intended beneficiaries. (UNEP, 2023)

[24] All submitted UNEP project documents are required to present a Theory of Change. The level of 'reconstruction' needed during an evaluation will depend on the quality of this initial TOC, the time that has lapsed between project design and implementation (which may be related to securing and disbursing funds) and the level of any formal changes made to the project design.

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

Financial management will be assessed under two themes: adherence to UNEP's financial policies and procedures and completeness of financial information. The Evaluation will establish the actual spend across the life of the project of funds secured from all donors. This expenditure will be reported, where possible, at output/component level and will be compared with the approved budget. The Evaluation will verify the application of proper financial management standards and adherence to UNEP's financial management policies. Any financial management issues that have affected the timely delivery of the project or the quality of its performance will be highlighted. The Evaluation will record where standard financial documentation is missing, inaccurate, incomplete or unavailable in a timely manner.

F. Efficiency

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

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

The Evaluation will give special attention to efforts made by the project teams during project implementation to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities[26] with other initiatives, programmes and projects etc. to increase project efficiency.

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

G. Monitoring and Reporting

The Evaluation will assess monitoring and reporting across two sub-categories: monitoring implementation and project reporting.

i. Monitoring of Project Implementation

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

ii. Project Reporting

UNEP has a centralised Integrated Planning, Monitoring and Reporting system (IPMR) in which project managers upload six-monthly progress reports against agreed project milestones. This information will be provided to the Evaluation Consultant(s) by the Evaluation Manager. Some projects have additional requirements to report regularly to funding partners, which will be supplied by the project team. The Evaluation will assess the extent to which both UNEP and donor reporting commitments have been fulfilled. Consideration will be given as to whether reporting has been carried out with respect to the effects of the initiative on disaggregated groups.

H. Sustainability

[26] *Complementarity with other interventions during project design, inception or mobilization is considered under Strategic Relevance above.*

Sustainability[27] is understood as the probability of the benefits derived from the achievement of project outcomes being maintained and developed after the close of the intervention. The Evaluation will identify and assess the key conditions or factors that are likely to undermine or contribute to the endurance of achieved project outcomes (i.e. 'assumptions' and 'drivers'). Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. Where applicable an assessment of bio-physical factors that may affect the sustainability of project outcomes may also be included.

i. Socio-political Sustainability

The Evaluation will assess the extent to which social or political factors support the continuation and further development of the benefits derived from project outcomes. It will consider the level of ownership, interest and commitment among government and other stakeholders to take the project achievements forwards.

ii. Financial Sustainability

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

iii. Institutional Sustainability

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

I. Factors Affecting Project Performance and Cross-Cutting Issues

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

i. Quality of Project Management and Supervision

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

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

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

ii. Stakeholder Participation and Cooperation

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

iii. Responsiveness to Human Rights and Gender Equality

The Evaluation will ascertain to what extent the project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People. Within this human rights context the Evaluation will assess to what extent the intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment[28].

In particular the Evaluation will consider to what extent project implementation and monitoring have taken into consideration: (i) possible inequalities (especially those related to gender) in access to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (especially women, youth and children and those living with disabilities) to environmental degradation or disasters; and (iii) the role of disadvantaged groups in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation.

iv. Environmental and Social Safeguards

UNEP projects address environmental and social safeguards primarily through the process of environmental and social screening at the project approval stage, risk assessment and management (avoidance, minimization, mitigation or, in exceptional cases, offsetting) of potential environmental and social risks and impacts associated with project and programme activities. The Evaluation will confirm whether UNEP requirements[29] were met to: *review* risk ratings on a regular basis; *monitor* project implementation for possible safeguard issues; *respond* (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and r*eport* on the implementation of safeguard management measures taken. The evaluation will use the Safeguards Assessment Template to support assessment of the evaluand's planning, monitoring and mitigation of environmental and social safeguards during project design and implementation and attach the completed template as an annex in the main evaluation report.

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

v. Country Ownership and Driven-ness

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

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

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

vi. Communication and Public Awareness

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

Section 3. EVALUATION APPROACH, METHODS AND DELIVERABLES

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

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

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

- Relevant background documentation, inter alia UNEP Medium-Term Strategy and corresponding Programme of Work;
- Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), the logical framework and its budget;
- Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence etc.;
- Project deliverables;
- Mid-Term Review or Mid-Term Evaluation of the project;
- Evaluations/reviews of similar projects.

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

- UNEP Project Manager (PM);
- Project management team, where appropriate;
- UNEP Fund Management Officer (FMO);
- Project partners, including UNEP/OCHA Joint Environment Unit (JEU), UNEP Ecosystems Division, UNEP Economy Division – International Environmental Technology Centre (IETC), OCHA, SIDA (Swedish International Development Cooperation Agency), Germany (BMU/IKI), USAID/OFDA, Norwegian Refugee Council (NRC), MapX Team (UNEP/GRID-Geneva), and UN Country Teams and Humanitarian Clusters in Sudan, Chad, Myanmar, Uganda, and other focus countries;
- Sub-Programme Coordinator;
- Relevant resource persons;
- Representatives from civil society and specialist groups (such as women's, farmers and trade associations etc).

(c) **Surveys** The evaluation might use surveys to collect evidence beyond the evaluation interviews. The Inception Report will describe details of the potential surveys

(d) **Field visits** To be decided during the inception phase.

(e) **Other data collection tools** The Inception Report will clarify the use of any other data collection tools.

11. Evaluation Deliverables and Review Procedures

The Evaluation Team will prepare:

- **Inception Report:** (see Annex 1 for a list of all templates, tables and guidance notes) containing an assessment of project design quality, a draft reconstructed Theory of Change of the project, project stakeholder analysis, evaluation framework and a tentative evaluation schedule.
- **Preliminary Findings:** typically in the form of a PowerPoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings. In the case of highly strategic project/portfolio evaluations or evaluations with an Evaluation Reference Group, the preliminary findings may be presented as a word document for review and comment.
- **Draft and Final Evaluation Report:** containing an executive summary that can act as a stand-alone document; detailed analysis of the evaluation findings organised by evaluation criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.

An **Evaluation Brief** (a 2-page overview of the evaluand and evaluation findings) for wider dissemination through the UNEP website may be required. This will be discussed with the Evaluation Manager no later than during the finalization of the Inception Report.

Review of the Draft Evaluation Report. The Evaluation Consultant(s) will submit a draft report to the Evaluation Manager and revise the draft in response to their comments and suggestions. Once a draft of adequate quality has been peer-reviewed and accepted, the Evaluation Manager will share the cleared draft report with the Project Manager/Implementing Partner, who will alert the Evaluation Manager in case the report contains any blatant factual errors. The Evaluation Manager will then forward the revised draft report (corrected by the Evaluation Consultant(s) where necessary) to other project stakeholders, for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions as well as providing feedback on the proposed recommendations and lessons. Any comments or responses to draft reports will be sent to the Evaluation Manager for consolidation. The Evaluation Manager will provide all comments to the Evaluation Consultant(s) for consideration in preparing the final report, along with guidance on areas of contradiction or issues requiring an institutional response.

Based on a careful review of the evidence collated by the Evaluation Consultant(s) and the internal consistency of the report, the Evaluation Manager will provide an assessment of the ratings in the final Main Evaluation Report. Where there are differences of opinion between the evaluator and the Evaluation Manager on project ratings, both viewpoints will be clearly presented in the final report. The Evaluation Office ratings will be considered the final ratings for the project.

The Evaluation Manager will prepare a **quality assessment** of the first draft of the Main Evaluation Report, which acts as a tool for providing structured feedback to the Evaluation Consultant(s). The quality of the final report will be assessed and rated against the criteria specified in template listed in Annex 1 and this assessment will be appended to the Final Evaluation Report.

At the end of the evaluation process, the Evaluation Office will prepare a **Recommendations Implementation Plan** in the format of a table, to be completed and updated at regular intervals by the Project Manager. The Evaluation Office will track compliance against this plan on a six-monthly basis for a maximum of 12 months.

12. The Evaluation Team/Evaluation Consultant

For this Evaluation, the Evaluation Consultant will work under the overall responsibility of the Evaluation Office represented by an Evaluation Manager, Cecilia Morales, in consultation with the UNEP Project Manager, Diego Reyes, Project Assistant, Dawit Yared, Fund Management Officer, Paul Obonyo, and the Sub-programme Coordinator for Nature Action, Marieta Sakalian. The Consultant will liaise with the Evaluation Manager on any procedural and methodological matters related to the Evaluation, including travel. It is, however, each consultants' individual responsibility (where applicable) to arrange for their visas and immunizations as well as to plan meetings with stakeholders, organize online surveys, obtain documentary evidence and any other logistical matters related to the assignment. The UNEP Project Manager and project team will, where possible,

provide logistical support (introductions, meetings etc.) allowing the consultants to conduct the Evaluation as efficiently and independently as possible.

The Evaluation Consultant will be hired over a period of 8 months (1 December 2025 – 31 July 2026) and should have the following: a university degree in environmental sciences, international development or other relevant political or social sciences area is required and an advanced degree in the same areas is desirable; a minimum of 7 years of technical / evaluation experience is required, preferably including evaluating large, regional or global programmes and using a Theory of Change approach. A good understanding of humanitarian-related issues is desired; evaluation experience with disaster and conflict-related projects is desirable. English and French are the working languages of the United Nations Secretariat. For this consultancy, fluency in oral and written English is a requirement. Working knowledge of the UN system and specifically the work of UNEP is an added advantage. The work will be home-based with possible field visits.

In close consultation with the Evaluation Manager, the Evaluation Consultant will be responsible for the overall management of the Evaluation and timely provision of its outputs, data collection and analysis and report-writing. More specifically:

Inception phase of the Evaluation, including:

- preliminary desk review and introductory interviews with project staff;
- draft the reconstructed Theory of Change of the project;
- prepare the evaluation framework;
- develop the desk review and interview protocols;
- draft the survey protocols (if relevant);
- develop and present criteria for country and/or site selection for the evaluation mission;
- plan the evaluation schedule;
- prepare the Inception Report, incorporating comments until approved by the Evaluation Manager

Data collection and analysis phase of the Evaluation, including:

- conduct further desk review and in-depth interviews with project implementing and executing agencies, project partners and project stakeholders;
- (where appropriate and agreed) conduct an evaluation mission(s) to selected countries, visit the project locations, interview project partners and stakeholders, including a good representation of local communities. Ensure independence of the Evaluation and confidentiality of evaluation interviews.
- regularly report back to the Evaluation Manager on progress and inform of any possible problems or issues encountered and;
- keep the Project Manager informed of the evaluation progress.

Reporting phase, including:

- draft the Main Evaluation Report, ensuring that the evaluation report is complete, coherent and consistent with the Evaluation Manager guidelines both in substance and style;
- liaise with the Evaluation Manager on comments received and finalize the Main Evaluation Report, ensuring that comments are taken into account until approved by the Evaluation Manager
- prepare a Response to Comments annex for the main report, listing those comments not accepted by the Evaluation Consultant and indicating the reason for the rejection; and
- (where agreed with the Evaluation Manager) prepare an Evaluation Brief (2-page summary of the evaluand and the key evaluation findings and lessons)

Managing relations, including:

- maintain a positive relationship with evaluation stakeholders, ensuring that the evaluation process is as participatory as possible but at the same time maintains its independence;

- communicate in a timely manner with the Evaluation Manager on any issues requiring its attention and intervention.

13. Schedule of the Evaluation

The table below presents the tentative schedule for the Evaluation.

Table 3. Tentative schedule for the Evaluation

Milestone	Tentative Dates
Evaluation Initiation Meeting	December 2025
Inception Report	January 2026
E-based interviews, surveys etc.	January - February 2026
PowerPoint/presentation on preliminary findings and recommendations	March 2026
Draft report to Evaluation Manager (and Peer Reviewer)	March - April 2026
Draft Report shared with UNEP Project Manager and team	April - May 2026
Draft Report shared with wider group of stakeholders	May -June 2026
Final Report	July 2026
Final Report shared with all respondents	July 2026

14. Contractual Arrangements

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

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

Schedule of Payment for the Evaluation Consultant:

Deliverable	Percentage Payment
Approved Inception Report ***(as per Report Template)***	30%
Approved Draft Main Evaluation Report ***(as per Report Template)***	40%
Approved Final Main Evaluation Report ***(as per Report Template)***	30%

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

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

In case the consultants are not able to provide the deliverables in accordance with these guidelines, and in line with the expected quality standards by the UNEP Evaluation Office, payment may be withheld at the discretion of the Director of the Evaluation Office until the consultants have improved the deliverables to meet UNEP's quality standards.

If the consultant(s) fail to submit a satisfactory final product to UNEP in a timely manner, i.e. before the end date of their contract, the Evaluation Office reserves the right to employ additional human resources to finalize

the report, and to reduce the consultants' fees by an amount equal to the additional costs borne by the Evaluation Office to bring the report up to standard[30].

30 This may include contract cancellation in-line with prevailing UN Secretariat rules.

Annex 1: Tools, Templates and Guidance Notes for use in the Evaluation

The tools, templates and guidance notes listed in the table below, and available from the Evaluation Manager, are intended to help Evaluation Managers and Evaluation Consultants to produce evaluation products that are consistent with each other, and which can be compiled into a biennial Evaluation Synthesis Report. The biennial summary is used to provide an overview of progress to UNEP and the UN Environmental Assembly.

This suite of documents is also intended to make the evaluation process as transparent as possible so that all those involved in the process can participate on an informed basis. It is recognised that the evaluation needs of projects and portfolio vary, and adjustments may be necessary so that the purpose of the evaluation process (broadly, accountability and lesson learning), can be met. Such adjustments should be decided between the Evaluation Manager and the Evaluation Consultants in order to produce evaluation reports that are both useful to project implementers and that produce credible findings.

ADVICE TO CONSULTANTS: As our tools, templates and guidance notes are updated on a continuous basis, kindly download documents from the link below and use those versions throughout the Evaluation.

https://communities.unep.org/display/EOU/INDEPENDENT+EVALUATION+TOOLS+AND+TEMPLATES

List of tools, templates and guidance notes available:

Terminal Evaluation Essential Tools

- 00 TE Overview of Evaluation Tools 05.05.25
- 01 TE UNEP Glossary of Results Definitions_December 2023
- 02 TE List of Documents for Evaluation 05.05.25
- 03 TE Evaluation Criteria 05.05.25
- 04 TE Evaluation Criteria Ratings Matrix 05.05.25
- 05 TE Criteria Weighted Ratings Table 15.05.25
- 06 TE Evaluation Methodology Guidance 05.05.25

Terminal Evaluation Inception Report

- 07 TE INCEPTION REPORT TEMPLATE 15.07.25
- 08 TE Quality of Project Design Table 15.07.25
- 09 TE Quality of Project Design Weighted Ratings Tool 05.05.25
- 10 TE Stakeholder Analysis Guidance 31.01.24
- 11 TE Gender Methods Guidance 31.01.24
- 12 TE Safeguards Assessment Template 15.05.25

Terminal Evaluation Main Evaluation Report

- 13 TE PRELIMINARY FINDINGS TABLES 05.05.25
- 14 TE GEF MAIN REPORT TEMPLATE 15.07.25
- 15 TE NonGEF MAIN REPORT TEMPLATE 15.07.25
- 16 TE Likelihood of Impact Flow Chart 31.01.24
- 17 TE Recommendations Quality Guidance 15.07.25
- 18 TE Quality of Evaluation Report FOR USE BY UNEP 15.07.25

Terminal Evaluation Process Guidance

- Process 1_Evaluation Process Guidelines for Consultants 31.01.2024
- Process 2_Template for Attestation Letter 31.01.2024
- Process 3_Evaluation Consultants Agreement Form 31.01.2024
- Process 4_Guidelines for Field Work During Coronavirus 31.01.2024
- Process 5_Evaluation Consultants Team Roles 31.01.2024
- Process 6_ Template for Reference Checks 31.01.2024
- Process 7_Letter of Introduction for Visa Applications Template 31.01.2024