Terminal Evaluation of the UNEP Project

“Environment in Humanitarian Action, including disaster waste management: Scaling-up resilience to disasters and conflicts” SMA ID 39979

(2019-2023)

Evaluation Office of the United Nations Environment Programme

July 2026

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The evaluator would especially like to thank the project focal point Mr. Fabien Monteils, Head of the Crisis Response and Recovery Section, for their contribution and collaboration throughout the evaluation process.

The evaluation consultant hopes that the findings, conclusions and recommendations will contribute to the improvement and advancement of current and future Environment in Humanitarian Action (EHA) projects and initiatives around the world.

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Evaluation Office of UNEP
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Brief consultant biography

Karen Villafana is a senior evaluation specialist with 20 years of experience, including 13 in program, project, and policy evaluation across complex international and government contexts. She holds a Master of Public Administration from Columbia University's School of International and Public Affairs, with a concentration in Urban and Environmental Policy. Her career spans the U.S. Government, United Nations Environment Programme, and World Bank, where she has conducted and managed over 20 evaluations covering a broad range of issues including climate resilience, environmental governance, agriculture, energy efficiency, marine plastics, sustainable cities, and institutional effectiveness. The scope of her work has covered countries in Africa, Asia, South and North America. Ms. Villafana is currently based in Nairobi, Kenya, where she works as an independent evaluation consultant specializing in rigorous, impartial analysis and evidence-based recommendations that support organizational learning and accountability.

About the Evaluation

Joint Evaluation: No

Report Language: English

Evaluation Type: Terminal Evaluation

ABSTRACT: This report is a Terminal Evaluation of the UNEP project: *Environment in Humanitarian Action (EHA)*, implemented between 2019 and 2023. The project's overall goal was to strengthen the integration of environmental considerations into humanitarian action by improving the capacity of humanitarian actors to identify, assess and manage environmental risks associated with humanitarian crises and response operations. The evaluation sought to assess project performance (in terms of relevance, effectiveness and efficiency) and determine the sustainability of its results. The evaluation has two primary purposes: accountability and learning. Data collection methods included document reviews, in-depth interviews and focus group discussions. Data analysis was based on applying triangulated data to assess performance against a reconstructed Theory of Change and its causal pathways. With an overall performance rating of **Moderately Satisfactory**, the third point on a six-point scale, the main findings include: i) the project made a significant contribution to strengthening awareness, knowledge and capacity on the environment–humanitarian nexus, particularly through practical tools such as NEAT+ and related guidance products; ii) project performance was constrained by weaknesses in governance arrangements, monitoring systems, sustainability planning and engagement with national and local government actors; and iii) while the project generated important outputs and influenced humanitarian practice, evidence of outcome-level results and long-term institutionalization was uneven across project components. The main recommendations to UNEP are to strengthen governance and coordination mechanisms, improve monitoring systems and outcome-level data collection, enhance sustainability planning and resource mobilization, and increase engagement with national and local actors. Implementing parties are advised to build on the tools, partnerships and knowledge products developed under the project and continue mainstreaming environmental considerations into humanitarian policies, planning and operations.

Sources of Funding by Country: Germany, Sweden

Sources of Funding by Institution Type:

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

Key words *(max five words)*: [A standard list of terms is being compiled by UNEP and will replace this 'free word' space.]

Primary data collection period: February to April 2026

Field mission dates: No missions were conducted.

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Evaluation Terms of Reference available, with this report, in Wedocs:
https://wedocs.unep.org/handle/20.500.11822/48904

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List of acronyms and abbreviations

BMU	German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety
DG ECHO	Directorate-General for European Civil Protection and Humanitarian Aid Operations
DRC	Danish Refugee Council
EA	Expected Accomplishment
EHA	Environment in Humanitarian Action / Environment and Humanitarian Action
EHAN	Environment and Humanitarian Action Network
EOU	Evaluation Office of UNEP
HNO	Humanitarian Needs Overview
HNPW	Humanitarian Networks and Partnerships Week
HPC	Humanitarian Project Cycle
HRP	Humanitarian Response Plan
ICRC	International Committee of the Red Cross
IKI	International Climate Initiative
JEU	Joint Environment Unit
JET	Joint Environment Team
MHF	Myanmar Humanitarian Fund
MTS	Medium Term Strategy
NEAT+	Nexus Environmental Assessment Tool
NRC	Norwegian Refugee Council
NGO	Non-Governmental Organisation
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
PIMS	Programme Information and Management System
PoW	Programme of Work
ProDoc	Project Document (must be reviewed by PRC before any project can be undertaken, with the approval of the managing division director)
SIDA	Swedish International Development Cooperation Agency
SDG	Sustainable Development Goals
ToC	Theory of Change
ToR	Terms of Reference
UNDAC	United Nations Disaster Assessment and Coordination System
UNEP	United Nations Environment Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations International Children's Emergency Fund
WFP	World Food Programme

Project identification table

Table 1: Project Identification Table

<table>
<tr><td>UNEP SMA[1] ID:</td><td>39979</td><td>Grant ID[2] (if applicable):</td><td>N/A</td></tr>
<tr><td>UNEP Management (Division/Branch/Unit):</td><td colspan="3">Ecosystems Division / Disasters and Conflict Branch</td></tr>
<tr><td>Implementing Partners:</td><td colspan="3">Joint Environment Unit (JEU), UNEP Regional Offices, UN Office for the Coordination of Humanitarian Affairs (OCHA), World Food Programme (WFP), UN International Children's Emergency Fund (UNICEF), Office of the United Nations High Commissioner for Refugees (UNHCR)</td></tr>
<tr><td>Sources of Funding:</td><td>Countries: Germany, Sweden</td><td colspan="2">Institution[3] Name/Type:
German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU) International Climate Initiative (IKI); and Swedish International Development Cooperation Agency (Sida)</td></tr>
<tr><td>Relevant SDG(s):</td><td colspan="3">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</td></tr>
<tr><td>MTS (all that apply):</td><td>MTS 2018-2021
MTS 2022-2025</td><td>UNEP approval date:</td><td>7 February 2019</td></tr>
<tr><td rowspan="2">POW Direct Outcome(s) number/reference[4] (applicable for projects approved from 2022):

OR

POW Output(s) number/reference[5] (applicable for projects approved pre-2022):</td><td>POW Direct Outcome:
Climate Action (1.1, 1.4)
Nature Action (2.1, 2.9, 2.16)</td><td rowspan="2">MTS 2025 Outcome(s) number/reference[5] (applicable for projects approved from 2022):

OR
POW Expected Accomplishment(s) number/reference[5] (applicable for projects approved pre-2022):</td><td>MTS 2025 Outcome:
Outcome 1B, 2A, 3A and 3C</td></tr>
<tr><td>POW Output:
2018-2019: EA (b) 2
2020-2021: EA (b) 2</td><td>POW Expected Accomplishment:
2018-2019: SP2 EA (b); EA (a) [secondary]; EA (c) [secondary]

2020-2021: SP2 EA (b); EA (a) [secondary]; EA (c) [secondary</td></tr>
<tr><td>Subprogramme:</td><td>Nature Action (the former Resilience to Disasters and Conflicts Subprogramme, was partly embedded under Nature Action)</td><td>Programme Coordination Project (if relevant):</td><td>N/A</td></tr>
<tr><td>Expected start date:[5]</td><td>December 2018</td><td>Actual start date:[6]</td><td>7 February 2019</td></tr>
</table>

[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] Indicate where funding institutions are any/all of the following: Foundation/NGO; Private Sector; UN Body; Multilateral Fund; Environment Fund; Other.
[4] For these items do not include full text; only enter the number or reference.
[5] Expected/planned dates are listed in the Project Document (ProDoc).
[6] Actual start date is the date of project approval by the Division Director.

<table>
<tr><td>Planned completion date:[6]</td><td colspan="2">30 December 2020</td><td>Actual operational completion date:</td><td>30 June 2023</td></tr>
<tr><td rowspan="3">Planned project budget[7] at approval:</td><td colspan="4">Planned Core Funding (regular budget, Environment Fund, etc.):
N/A</td></tr>
<tr><td colspan="4">Planned Extra-budgetary Funds[8]:
Cash: USD 913,652
In-kind: USD 154,917</td></tr>
<tr><td colspan="4">Total Planned Budget: USD 1,068,569</td></tr>
<tr><td rowspan="3">Secured budget[9]</td><td colspan="4">Secured Core Funding (regular budget, Environment Fund, etc.):
N/A</td></tr>
<tr><td colspan="4">Secured Extra-budgetary Funds:
Cash: USD 713,652
In-kind: USD 154,917</td></tr>
<tr><td colspan="4">Total secured budget as of 11 November 2022: USD 868,569</td></tr>
<tr><td rowspan="3">Actual expenditures reported (cash only):</td><td colspan="4">Actual Core Funding expenditures reported as of February 2026:
N/A</td></tr>
<tr><td colspan="4">Actual Extra-budgetary Funds expenditures reported as of February 2026: USD 710,497</td></tr>
<tr><td colspan="4">Total actual expenditures reported as of February 2026: USD 710,497</td></tr>
<tr><td>First disbursement:</td><td colspan="2">USD 300,600 (2019)</td><td>Planned date of financial closure:</td><td>30 June 2024</td></tr>
<tr><td>No. of formal project revisions:</td><td colspan="2">4</td><td>Date of last approved project revision:</td><td>11 November 2022</td></tr>
<tr><td>No. of Steering Committee meetings:</td><td colspan="2">0</td><td>Date of Last Steering Committee meeting:</td><td>N/A</td></tr>
<tr><td rowspan="2">Mid-term Review/ Evaluation[10] (required or not required):</td><td>UNEP requirement:</td><td>Y</td><td rowspan="2">Mid-term Review/ Evaluation actual date:</td><td rowspan="2">Not conducted</td></tr>
<tr><td>Donor requirement:</td><td></td></tr>
<tr><td>Terminal Evaluation (planned date):</td><td colspan="2">July 2026</td><td>Terminal Evaluation actual date:</td><td>July 2026</td></tr>
<tr><td>Coverage - Countries:</td><td colspan="2">Brazil, Burundi, Chad, Colombia, Myanmar, Sudan, Uganda</td><td>Coverage - Region(s):</td><td>Global: Africa, Asia-Pacific, Latin America</td></tr>
<tr><td>Dates of previous project phases:</td><td colspan="2">N/A</td><td>Status of future project phases:</td><td>None</td></tr>
</table>

[7] Total budget may include: Regular Budget, Environment Fund, Extra-Budgetary, including 'softly-earmarked' etc.
[8] Extra-budgetary funds may include co-finance (cash/in-kind).
[9] From last project/budget revision.
[10] 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.

Executive Summary

Project background

1. The "Environment in Humanitarian Action, including disaster waste management: Scaling-up resilience to disasters and conflicts" (EHA) project was implemented in Burundi, Chad, Sudan, Uganda, Myanmar, Colombia and Brazil, targeting humanitarian hotspots characterized by displacement, refugee populations, and significant climate and environmental vulnerabilities. The project operated from February 2019 to June 2023 with a total secured budget of USD 868,569, financed through grants from the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU) International Climate Initiative (IKI) and the Swedish International Development Cooperation Agency (Sida). It was implemented by the UNEP/OCHA Joint Environment Unit (JEU) in partnership with OCHA, WFP, UNHCR, UNICEF and UNEP regional and country offices.

2. The rationale for the project was that humanitarian operations are frequently planned and implemented without adequate consideration of environmental risks and vulnerabilities, despite the strong interdependence between environmental conditions and humanitarian outcomes. Humanitarian responses can unintentionally contribute to environmental degradation, while environmental degradation and climate change can worsen humanitarian crises. The project sought to address this gap by promoting the systematic integration of environmental considerations into humanitarian planning processes. The intended outcome was for global, national and local humanitarian actors to adopt environmental stewardship in humanitarian decision-making. It aimed to achieve this by improving humanitarian actors' understanding of environmental risks, increasing access to and use of environmental tools and guidance, and strengthening the integration of environmental considerations into humanitarian planning processes.

This evaluation

3. The evaluation sought to assess project performance (in terms of relevance, effectiveness and efficiency) and determine the sustainability of its results. It assesses performance against nine evaluation criteria[11] and assigns a score from a six-point scale[12]. The evaluation has two primary purposes: accountability and learning. Data collection methods included in-depth interviews and document reviews. Data analysis was based on applying triangulated data to assess performance against a reconstructed Theory of Change and its causal pathways.

Key findings and performance ratings

4. The EHA project demonstrated strong performance in terms of strategic relevance, stakeholders' participation and cooperation, and communication and public

[11] (1) Strategic Relevance, including Complementarity; (2) Quality of Project Design; (3) Nature of External Context; (4) Effectiveness (incl. availability of outputs; achievement of outcomes and likelihood of impact); (5) Financial Management; (6) Efficiency; (7) Monitoring and Reporting; (8) Sustainability and (9) Factors Affecting Project Performance and Cross-Cutting Issues.

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

awareness. The project strongly aligned with UNEP and donor priorities, reflecting a well-positioned intervention at the frontier of an emerging issue. During implementation, the project team effectively engaged and collaborated with humanitarian organizations to promote the importance of the Environment and Humanitarian Action (EHA) nexus, and related guidance and tools. It frequently communicated with these key stakeholders through various means including workshops, webinars, trainings, conferences, and Environment and Humanitarian Action Network (EHAN) meetings. Through collaborative events, the project reached over 2,400 humanitarian decision makers from at least 135 organizations.

5. Among the project's most significant achievements were those delivered under Output 2, which focused on increasing access to and use of environmental tools among the humanitarian community. The project was particularly successful in promoting the EHA Connect platform and the Nexus Environmental Assessment Tool (NEAT+). NEAT+ achieved widespread acceptance and adoption within the humanitarian sector and became the most widely used environmental screening tool in humanitarian operations. It is now referenced in key humanitarian guidance, including the Directorate-General for European Civil Protection and Humanitarian Aid Operations' (DG ECHO) minimum environmental requirements. The project also contributed to the integration of environmental considerations into humanitarian planning instruments, including selected Humanitarian Response Plans (HRPs) and the United Nations Disaster Assessment and Coordination System (UNDAC) handbook.

6. Areas requiring further attention included project monitoring, documentation of output uptake and outcome contribution, governance arrangements, sustainability planning, and engagement with national and local government actors. The evaluation found inconsistent implementation of the monitoring plan and no dedicated monitoring budget. The project did not collect some data such as participant feedback and tool usage, which undermined the project's ability to assess stakeholder buy-in and measure improvements in capacity to manage climate and environmental risks. While regular monitoring and reporting through UNEP systems provided sufficient information for implementation oversight, accountability, and assessment of project achievements, monitoring was less effective in supporting adaptive management and demonstrating outcome-level results. In addition, there was significant documentation missing to verify the utility of certain output activities and the project's influence over the certain outcome-level results, including the integration of environmental considerations in planning documents.

7. Certain management shortcomings also affected project performance. For example, the project experience high staff turnover, multiple changes in project supervision, limited institutional support from OCHA, and the absence of a functioning steering committee. The project also did not have a formal exit strategy to sustain results beyond project closure. This is significant given the broad sectoral funding cuts that impact financing to uphold and further the EHA agenda and the institutional gap left by the dissolution of the JEU, which served as the primary actor with a credible mandate to address environmental issues in humanitarian contexts. Lastly, there is minimal evidence of meaningful engagement of national and local actors. Government officials were engaged in early workshops, but there is little-to-no documentation on the uptake of project outputs by national and local institutions.

Table 2: Summary of project ratings

Criterion	Rating
Strategic Relevance	**S**
Quality of Project Design	**S**
Nature of External Context	**F**
Effectiveness	**MS**
Financial Management	**MS**
Efficiency	**MS**
Monitoring and Reporting	**MS**
Sustainability	**MU**
Factors Affecting Performance	**MS**
Overall Project Performance Rating	**MS**

Conclusions summary

8. Overall, the project performed at the Moderately Satisfactory (MS) level. The project's contribution to furthering the EHA agenda was substantial but it suffered from inadequate project document management and monitoring and tracking processes.

9. The project contributed to strengthening the EHA agenda within the humanitarian sector and substantially increasing awareness, knowledge and practical application of environmental considerations in humanitarian action. The project's strongest elements were its strategic communication efforts, its ability to leverage partnerships effectively, and the successful dissemination of practical tools such as NEAT+. These achievements generated substantial buy-in across the humanitarian community and supported the integration of environmental considerations into humanitarian policies and practices.

10. However, project weaknesses impacted project results. In particular, weak oversight arrangements and limited engagement of national authorities constrained the project's overall performance. Furthermore, inconsistent project tracking and missing documentation reduced confidence in the project's influence over some results. The sustainability of some project achievements is compromised by funding constraints and uncertainty following the dissolution of the JEU.

11. Nonetheless, through cross-sectoral engagement, the project contributed to the support and demand for environmental integration within the humanitarian community that continues today.

Lessons Learned

12. Lesson 1: Practical tools can be more effective than conceptual advocacy in mainstreaming issues, such as the environment–humanitarian nexus

13. Lesson 2: Country-level presence and local expertise are key factors in the depth and quality of environmental analysis

14. Lesson 3: Implementing project activities with strategic partners can significantly expand reach and influence in specialized thematic areas

15. Lesson 4: Donor requirements can play a catalytic role in accelerating institutional adoption of environmental stewardship in humanitarian action

Recommendations

16. Recommendation 1: UNEP should establish systematic documentation protocols to document key meetings, actions, and decisions that can support outcome contribution tracing.

17. Recommendation 2: UNEP should ensure robustness of monitoring plans at project design and adherence to them during implementation.

18. Recommendation 3: UNEP should ensure gender is adequately integrated during project implementation in future EHA-related projects.

19. Recommendation 4: UNEP should continue engaged in EHA, as appropriate.

20. Recommendation 5: UNEP should prioritize national and local actor engagement in any future EHA projects.

21. Recommendation 6: UNEP and its partners should establish a sector-wide baseline and tracking system for environmental integration in humanitarian action.

22. Recommendation 7: UNEP should consider effectively communicating with implementing partner organizations about establishing a new institutional home for NEAT+ with a rebuild of the tool using current technology.

23. Recommendation 8: UNEP should ensure that future EHA projects work toward formally integrating environmental assessment tools into key phases of the Humanitarian Programme Cycle (HPC).

1 THE PROJECT

1.1 Context

1.1.1 Intervention context

25. As of July 2026, there are an estimated 255 million people in need of humanitarian assistance globally[13]. They live in communities afflicted by extreme violence, famine and displacement. The prevalence of climate change impacts and ensuing environmental disasters aggravate these crises. Thousands of humanitarian organizations act to save lives and alleviate suffering in crisis-affected communities[14]. However, humanitarian actions may negatively affect the environment and intensify vulnerabilities. There is, in fact, a "bidirectional relationship" between environmental factors and humanitarian actions "where each can significantly impact the other"[15]. The problem is that humanitarian actions are not systematically planned and implemented with adequate consideration for environmental factors.

26. According to the UN Office for the Coordination of Humanitarian Affairs (OCHA), most humanitarian crises are conflict-driven, however climate change is exacerbating disasters and further impacting crises-affected communities[16]. Climate change and environmental issues, such as changing rainfall patterns and increased desertification, intensify already challenging conditions because vulnerable communities typically lack the resilience to withstand or adapt to additional challenges. For example, the degradation of natural resources such as arable land, water and timber may increase food insecurity in impoverished communities, exacerbate competition between feuding groups, spread disease among ailing populations, and instigate further displacement.

27. Unfortunately, humanitarian response to these crises often generates unintended environmental damage, further exacerbating delicate situations[17]. For example, past humanitarian operations in Afghanistan and Darfur contributed to groundwater depletion due to over-extraction of wells and boreholes. Other operations have increased deforestation, such as the 1994-1996 Rwandan refugee settlements in Tanzania, which affected 250 km^2 of forest due to overcutting of trees for fuel and shelter. Post-disaster recovery efforts have also caused environmental contamination, such as the failure to meet wastewater treatment standards in Haiti and the inappropriate disposal of post-tsunami debris in the Maldives[18].

28. Relief and recovery plans focus on the urgency of saving lives and alleviating suffering, granting little attention to other issues. As a result, humanitarian actions are usually conducted with little regard for environmental risks and vulnerabilities. This omission of environmental considerations in humanitarian operations may hinder their effectiveness and sustainability.

29. The "Environment in Humanitarian Action, including disaster waste management: Scaling-up resilience to disasters and conflicts" project (herein referred to as the EHA project) was designed to address the limited integration of environmental considerations to improve

[13] OCHA, Humanitarian Action dashboard, https://humanitarianaction.info/
[14] Humanitarian Outcomes, Global Database of Humanitarian Organisations
[15] JEU, *Environment Humanitarian Action: Global Training Manual Template - Introduction to Environment in Action*
[16] OCHA, *Global Humanitarian Overview 2026*
[17] JEU, *Environment and Humanitarian Action, Increasing Effectiveness, Sustainability and Accountability*, 2014
[18] Ibid

the quality and sustainability of humanitarian operations globally. The project intended to bridge this gap by promoting the consistent and timely inclusion of identified environmental issues in humanitarian planning processes and policies. A key goal was to mitigate environmental damage and minimize further impact in crises hotspots.

30. The EHA project was initially implemented in Burundi, Chad and Sudan, specifically in areas with a high density of refugees or internally displaced persons (IDPs) (e.g. East Darfur State in Sudan), or highly vulnerable populations (e.g. Lake Chad Basin and Gitenga Province in Burundi). Subsequent activities were implemented in Uganda, Myanmar, and Colombia, also in high-risk areas such as refugee camps and shelters (e.g. Bidibidi in Uganda, Maicao Centre in Colombia), and sites with a concentration of IDPs (e.g. Hpa An Township in Myanmar). Lastly, the project piloted a tool in urban refugee shelters in Brazil and Colombia. All these locations were identified as humanitarian hotspots with climate and environmental vulnerabilities.

1.1.2 Institutional context

31. The EHA project was approved by UNEP on 7 February 2019 and was managed by UNEP's Disasters and Conflict Branch within the Ecosystems Division. It contributed to UNEP's former *Resilience to Disasters and Conflicts Subprogramme* (now partially embedded in the current Nature Action Subprogramme). Under the 2018-2021 Medium Term Strategy (MTS) and accompanying 2018-2019 Programme of Work (PoW), the project primarily contributed to the Subprogramme's expected accomplishment (b) "Emergency response and post-crises recovery plans integrate environmental considerations to increase the sustainability of recovery".

32. It operated from February 2019 to June 2023 with a total secured budget of USD 868,569, through grants from the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU) International Climate Initiative (IKI) and the Swedish International Development Cooperation Agency (SIDA). The project has not previously been evaluated.

33. The EHA project was executed by the UN Environment Programme (UNEP)/Office for the Coordination of Humanitarian Affairs (OCHA) Joint Environment Unit (JEU). Key implementing partners included OCHA, World Food Programme (WFP), UN High Commissioner for Refugees (UNHCR), UN International Children's Emergency Fund (UNICEF), UN Regional Offices and the UNEP Sudan Country Office.

1.2 Results Framework

34. The project objective was *to scale up climate adaptation and resilience building in humanitarian hotspots and improve the quality of humanitarian action*. More specifically, it sought to integrate environmental considerations by *improving the understanding* of humanitarian decision-makers of environmental risks in humanitarian hotspots, *increasing* humanitarian decision-makers' *access to and use of* tools and guidance, and *increasing their ability to integrate* environmental issues in humanitarian planning processes.

35. Table 3 below reflects the project results hierarchy as stated in the Project Document (2019) and the final formal Project Revision 4 (2022).

Table 3: Summary of project's latest approved results framework (source: Project Document and Project Revision 4)

	Results Statement
Project objective	Scale up climate adaptation and resilience building in humanitarian hotspots, and improve the quality of humanitarian action
Impact	Enhanced efficiency and quality of humanitarian action, including improved livelihood resilience in humanitarian hotspots and appropriate disaster water management
Intermediate state	Short term humanitarian stability being without drawing down local natural resources (reduced environmental footprint)
	Reduced human exposure and vulnerability to hazard impacts, supporting the humanitarian 'do not harm' principle
	Reduced human insecurity and forced displacement
Project outcome	Global, national and local humanitarian actors recognize, manage, and reward environmental stewardship in humanitarian decision-making
Outputs	1. Improved understanding of climate and environmental risk in humanitarian hotspots by international, national and local humanitarian actors
	2. Increased consultation, access to and use of tools and guidance materials for integrating environmental issues in humanitarian action by humanitarian decision makers
	3. Humanitarian planning processes conducted with consideration of environmental risk and vulnerability analyses in humanitarian hotspots by national and local humanitarian actors
	4.Waste management issues integrated within broader disaster response plans and actions as well as disaster contingency planning included as part of city and national level waste strategies (*This Output was removed in Project Revision 2*)

1.3 Project Implementation Structure and Partners

36. UNEP's Disasters and Conflict Branch was the implementing agency and JEU the executing agency. As such, the EHA project was managed by JEU project managers responsible for executing different project outputs. These project managers reported to the head of JEU. The Project Document (ProDoc) listed the formation of a Programme Steering Committee and National Committees for each pilot country, but these entities did not materialize.

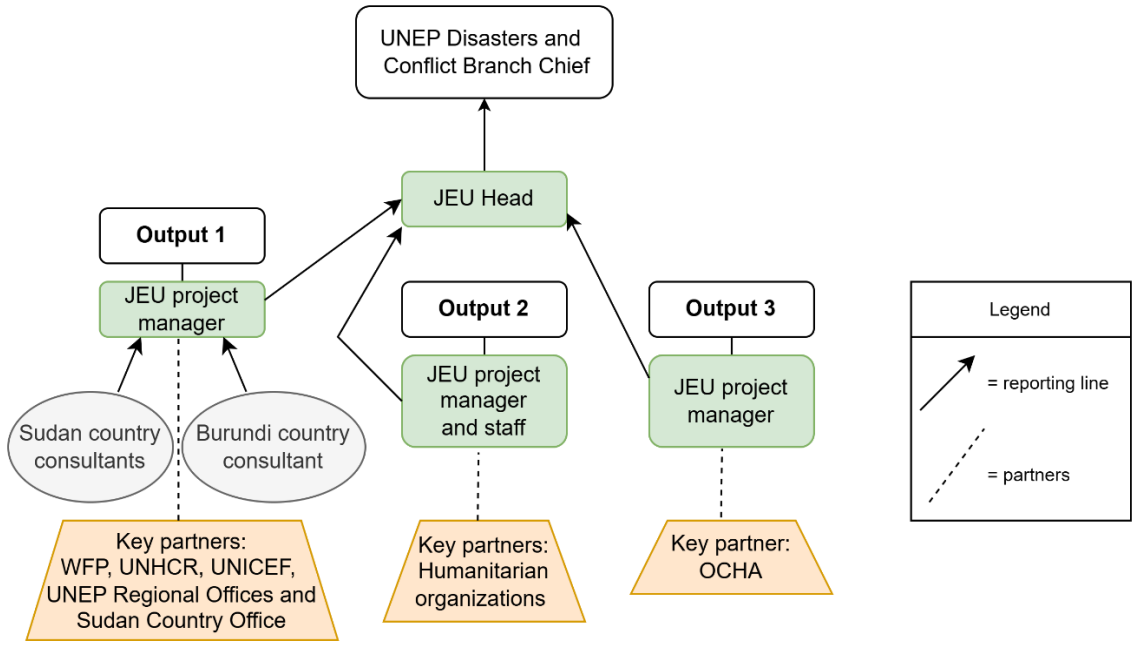
37. For Output 1, three national consultants were hired in Burundi and Sudan to deliver most output activities. UN partners WFP, UNHCR, and UNICEF supported some output activities such coordinating stakeholder workshops[19]. The UNEP Regional Offices, especially the Regional Humanitarian Officer for Africa, and the UNEP Sudan Country Office provided contextual support and in-country networks. OCHA's country offices in Burundi, Chad and Sudan provided minimal support, primarily with administrative and logistical support for the inception workshops.

38. For Output 2, the project partnered with key humanitarian organizations such as UNHCR and the Norwegian Refugee Council (NRC) to deliver certain output activities. Later in the

[19] Output 1 was part of the broader project implemented with WFP, UNHCR and UNICEF, "Adaptation to Climate Change in Sub-Saharan African Humanitarian Situations" funded by the German Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU)

project, JEU staff provided technical support to some of these humanitarian organizations that continued and expanded these activities. For Output 3, JEU staff worked with OCHA staff to deliver key activities.

Figure 1: Organigram of the project with key project stakeholders



1.4 Stakeholders

39. The EHA project had several partners, including other UN agencies, with significant levels of influence over and interest in the project. First, it partnered with OCHA as a JEU co-host with an interest in supporting the environment-humanitarian nexus. It also partnered with WFP, UNHCR and UNICEF in the implementation of Output 1 under the broader "Adaptation to Climate Change in Sub-Saharan African Humanitarian Situations" project. It partnered with UNHCR in the implementation of Output 2, as well as with international humanitarian organizations, such as NRC.

40. International humanitarian organizations were a crucial stakeholder group as they played partner roles but also were also the primary beneficiary group. As such, they had high influence over the uptake of the project, and those that partnered with the project had a high interest in successful implementation. National governments, especially of Burundi, Chad, and Sudan, were another beneficiary group. In contrast, however, this group had high influence over the uptake of the project but low interest, because they were not as integrated in the implementation.

41. Tangential stakeholder groups included environmental organizations and crisis-affected communities. Environment organizations, such as the World Wildlife Fund, were involved as supporters of project activities and had low influence and high interest levels. Affected communities, including locally affected women and marginalized groups, were only minimally engaged in Output 1, as the primary beneficiaries were humanitarian groups. Therefore, they had low levels of influence over and interest in the project.

1.5 Changes in Design during Implementation

42. The project had four formal revisions that documented critical changes in the project design. The first formal revision, approved six months after project initiation in August 2019, documented the attainment of funding from SIDA in support of activities under Output 2. In this initial tranche, SIDA committed USD 215,000 to support the piloting of the Nexus Environmental Assessment Tool (NEAT+) in several countries and, among other things, the integration of MapX.[20] into the NEAT+.

43. In December 2020, the second formal revision documented a series of substantial changes. SIDA allocated an additional USD 60,000 to continue supporting work related to the NEAT+. The project was extended by one year, to December 2021, due to COVID-19 restrictions that hampered activities. Furthermore, Output 4 related to disaster waste management was removed from the project scope.

44. One year later, in December 2021, the third formal revision documented an additional USD 200,000 from SIDA to continue funding NEAT+-related activities, and it extended the project by another year, to December 2022. This revision inadvertently documented another critical issue: the JEU project team was down to three staff members during this time.

45. The final formal revision in November 2022 provided a no-cost extension that pushed the project end date to June 2023.

1.6 Project Financing

46. This project was financed through grants from the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU) International Climate Initiative (IKI) in the amount of USD 238,652 and the Swedish International Development Cooperation Agency (SIDA) in the amount of USD 475,000.

47. In December 2020, through formal project revision 2, Output 4 on disaster waste management was removed, as was the funding allocated to this output from the Japanese government through the International Environmental Technology Centre (IETC). As previously mentioned, SIDA funding was secured in 2019, 2002, and 2021 to support activities under Output 2, and documented through formal project revisions.

48. The in-kind contributions decreased significantly (by over 60%) from the original planned amounts at design compared with the commitments documented in project revision 4. The IETC-planned in-kind contributions were lost with the removal of Output 4. However, OCHA allocated USD 15,000 in in-kind contributions, but 70% of all in-kind contributions came from JEU.

[20] MapX is an open-source, cloud-based geospatial platform developed by UNEP and GRID-Geneva to help UN agencies, governments, and civil society visualize, analyse and manage environmental and natural resources.

Table 4: Project funding sources

Funding source *All figures as USD*	**Planned funding**	**% of planned funding**	**Secured funding**[21]	**% of secured funding**
Cash				
Funds from the Environment Fund				
Funds from the Regular Budget				
Extra-budgetary funding (listed per donor):				
German BMU-IKI	238,652	54%	238,652	33%
Japan, through IETC	200,000	46%		
Swedish SIDA			475,000	67%
Sub-total: Cash contributions	*438,652*		*713,652*	
In-kind				
Environment Fund staff-post costs				
Regular Budget staff-post costs				
Extra-budgetary funding for staff-posts (listed per donor):				
JEU	194,705	44%	108,376	70%
UNEP IETC	86,000	20%		
UNEP Regional Humanitarian Affairs Officers	159,861	36%	31,541	20%
OCHA			15,000	10%
Sub-total: In-kind contributions	*440,566*		*154,917*	
Co-financing*				
Co-financing cash contribution				
Co-financing in-kind contribution				
Sub-total: Co-financing contributions				
Total	**879,219**		**868,569**	

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

[21] Secured funding refers to received funds and does not include funding commitments not yet realized.

2 EVALUATION METHODS

2.1 UNEP's Evaluation Approach

In line with UNEP Evaluation Policy and the UNEP Programme and Project Management Manual, the evaluation was undertaken at operational completion of the project to assess 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. The main target audiences for the evaluation findings are UNEP and the primary project partners, including OCHA, WFP, UNHCR, UNICEF, humanitarian organizations such as NRC, project donors BMU-IKI and Sida, and humanitarian project donors such as DG ECHO.

49. Aligned with the UNEP Evaluation Policy , the evaluation has been carried out using a set of 9 commonly applied evaluation criteria which include: (1) Strategic Relevance , (2) Quality of Project Design, (3) Nature of External Context, (4) Effectiveness (incl. availability of outputs; achievement of outcomes and likelihood of impact), (5) Financial Management, (6) Efficiency, (7) Monitoring and Reporting, (8) Sustainability and (9) Factors Affecting Project Performance and Cross-Cutting Issues (see Annex II: Evaluation Framework, for more details on each evaluation criterion).

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

51. The UNEP Evaluation Office has developed detailed descriptions of the main elements required to be demonstrated at each level through an Evaluation Criteria Ratings Matrix (i.e. Highly Satisfactory to Highly Unsatisfactory) for each evaluation criterion. The evaluator has considered all the evidence gathered during the evaluation in relation to this matrix to generate evaluation criteria performance ratings.

52. In addition to the 9 evaluation criteria outlined above, the evaluation addresses several strategic questions that were formulated in the Terms of Reference. These questions were posed by the UNEP Evaluation Office in conjunction with members of the project team.

53. This evaluation adopted a participatory approach, consulting project team members and partners at several stages throughout the process.

2.2 Data Collection

2.2.1 Primary data sources

54. The evaluation collected primary data through interviews with key project stakeholders, including those from the implementing and executing agencies, and collaborating partners (see Table 5). In total, 17 stakeholders were interviewed: 3 UNEP staff, 1 OCHA staff, 8 former JEU staff and consultants, and 5 representatives of humanitarian organizations and other partner organizations. Eleven of the respondents were women and 6 were men.

55. The criteria used to select respondents were 'relevance' and 'information rich', meaning the evaluation sought to interview those individuals and entities that were most deeply involved in the project and could speak about the project's performance, delivery and impact.

56. The interviews were conducted between December 2025 and April 2026. All interviews were conducted virtually using semi-structured interview questions, to ensure that critical aspects of the project were discussed but allowing for fluidity within each individual interview. No field missions were conducted, as the project did not directly implement anything on the ground. The deliverables were in the form of workshops, training, reports, and the provision of tools and guidance. Achievement of the intended project outcome could be assessed through virtual interviews and documentation.

57. Interview data and information was verified through triangulation with documentation and other stakeholder interviews. To the extent possible, significant stakeholder statements were compared with project documents and the evaluation asked stakeholders similar questions to compare and connect responses.

Table 5: Evaluation respondents

Stakeholders - Individuals			**A. Total number involved (M/F)**	**B. Number contacted (M/F)**	**Sample size (% B/A)** [22]	**C. Total number responded Total (M/F)**	**Response rate (% C/B)** [23]
Project Team	**Project Team** (with management responsibilities e.g. Project Management Unit)	Implementing agency	3	3	100%	3	100%
		Executing agency(ies)	10	10	100%	9	90%
Beneficiaries	**Direct Beneficiaries:** (e.g. duty bearers, gatekeepers, training participants, etc.) **Indirect Beneficiaries:** (e.g. household members, civil society representatives, group members, etc.)		5	5	100%	0	0%
Stakeholders - Entities			**A. Total number involved**	**B. Number contacted**	**Sample size (% B/A)** [24]	**C. Total number responded**	**Response rate (% C/B)** [25]
Partners	**Project implementing/ executing partners** (receiving project funds)		0	N/A	N/A	N/A	N/A
	Project collaborating/ contributing partners [26] (not receiving project fund)		5	5	100%	4	80%

2.2.2 Strategies for inclusivity

58. Throughout this evaluation process and in the compilation of the Final Evaluation Report, efforts have been made to represent diverse views. Efforts were made to identify key

[22] Percentage of people involved in the project who were contacted.
[23] Percentage of people contacted who responded.
[24] Percentage of entities involved in the project who were contacted.
[25] Percentage of entities contacted who responded.
[26] Contributing partners may be providing resources as either cash or in-kind inputs (e.g. staff time, office space etc.).

project team members, beneficiaries and partner organizations through in-depth examination of project documents and querying evaluation respondents (see section 2.4 Limitations and Mitigation Strategies). The evaluator made multiple attempts at reaching key stakeholders when initial communication was not successful, and at times sought assistance from UNEP staff members to obtain a response from key stakeholders.

2.2.3 Secondary data sources

59. The evaluation collected and examined over 230 documents. The initial batch of documents was provided by the project team and collected by accessing UNEP's Programme Information and Management System (PIMS). These documents included the Project Document, formal project revisions, partner agreements, financial and budget reports, progress reports, correspondence, and project deliverables such as, workshops, environmental analysis, training, and humanitarian planning reports.

60. Additional data was compiled by accessing donors, national governments and partner organizations' websites. Through online searches, the evaluator collected countries' and donors' strategic documents. The evaluator also collected policy, strategic and programmatic information from partnering and collaborating organizations, such UNHCR, NRC, DG ECHO, Groupe URD, ICRC, and entities such as the HNPW and Climate Charter. In addition, some documents were obtained directly from partner organizations, such as meeting minutes and project reports.

2.3 Data Analysis

61. The evaluator coded the data collected manually and using MAXQDA, qualitative data analysis software. Subsequently, the evaluator conducted thematic analyses to identify patterns and themes in the evidence collected. This *evidence* was then used to assess the project implementation and results vis-a-vis the evaluation criteria.

62. Central to the evaluation was the analysis (and reconstruction) of the project's Theory of Change (ToC). This was first conducted during the evaluation inception phase to arrive at a nuanced understanding of how the project intended to drive change and what contributing conditions (assumptions' and 'drivers') would need to be in place to support such change. The (reconstructed) ToC, supported by a graphic representation and narrative discussion of the causal pathways, was discussed further with respondents during the data collection phase, and refined as appropriate. At inception, the project team reviewed, provided input, and validated the reconstructed ToC. The final iteration of the ToC is presented in this final evaluation report and has been used throughout the evaluation process (see Section 3).

63. The reconstructed ToC was utilized to conduct a contribution analysis to assess the extent to which the project outcome could credibly be attributed to the project. This involved analyzing the reconstructed ToC to determine the extent to which the causal pathways emerged as intended, including how the project's actions (outputs) and contextual influences (drivers and assumptions) came together to affect project performance and impact.

64. The evaluation also assessed the extent to which the project included gender considerations throughout implementation. This included assessing the integration of gender in key project deliverables and the extent to which the project worked to include representation and participation of women in key project activities, such as meetings, workshops, and trainings.

2.4 Limitations and Mitigation Strategies

65. The biggest limitation to the evaluation was the lack of a project stakeholders list at the onset. At evaluation initiation, all but one of the project team members had transitioned to other organizations, and within one month, the remaining member also left. The institutional knowledge was no longer available to recreate a stakeholders list, and there was no such list in the project documentation. To mitigate this, the evaluator obtained contact information for two former project managers from UNEP staff. Beginning with these two initial interviews, the evaluator used 'snowball sampling' by asking respondents to suggest additional project partners or participants to contribute to the evaluation. This led to the identification and consultation of 15 more individuals who provided informed perspectives on the project implementation and results.

66. Despite the use of this sampling technique, one limitation that remained was the absence of beneficiary respondents. Evaluation respondents did not have contact information for project beneficiaries (e.g., country, WFP, or UNICEF representatives). To address this limitation, the evaluator examined key project documents (e.g., Project Document, partner agreements, and reports) for names of project beneficiaries and emailed those whose contact information was available. Some responded stating that they were not meaningfully involved in the project or were not available for consultation, and others did not respond. This was comprehensible considering that the project ended in June 2023 and many people have since moved to other positions, especially country officials. To mitigate this lack of perspective, the evaluation triangulated documentary evidence with testimonies of other stakeholders to strengthen the credibility of findings.

67. Another limiting factor was missing project documentation. Despite the voluminous documentation gathered, some critical documents were not available, including a final Operational Project Closure Report, workshop reports documenting stakeholder engagement, and meeting minutes documenting the project's influence on key planning decisions. The unique status of JEU as a coordinated entity between UNEP and OCHA impaired things as some documentation may have been stored in OCHA's repository to which UNEP project team members did not have access. Further, the absence of UNEP project team members to help track down these documents was also challenging. The evaluation mitigated this limitation by applying a structured document reconstruction approach, drawing on alternative repositories such as partner organization archives and publicly available documents. Through this approach, the evaluation was able to locate numerous documents such as humanitarian planning documents, partner plans and strategies, and conference and meeting minutes.

2.5 Ethical Considerations

68. Data was collected with respect for ethics and human rights issues. All discussions remained anonymous, and all information was collected according to the UN 'Standards of Conduct'. This included protecting participants' privacy and respecting cultural sensitivity and participants' autonomy.

69. The evaluation used AI—specifically Claude—to support the synthesizing of large volumes of secondary data and identification of key online documents and information. All AI output was critically reviewed and validated by the evaluator for potential misinterpretation, bias, or errors. Furthermore, all analysis, findings, and conclusions were solely derived from the evaluator's professional judgment.

3 THEORY OF CHANGE AT EVALUATION

70. During the evaluation inception phase, the evaluator developed a reconstructed Theory of Change (ToC) based on a review of the Project Document (ProDoc), formal project revisions, the original TOC, the logical framework, other project-related documents, and input from the project team. During the evaluation process, the evaluator reviewed the reconstructed ToC and assessed its soundness based on stakeholder consultations and document review. The evaluation confirmed that the causal pathways accurately reflected the project's implementation. One minor change was made to clarify Outcome indicator 2, because as originally written, it was unclear how the indicator would be measured (see Table 6).

71. Table 6 below presents the project's results framework at design or last formal revision and an analysis (and in some cases reformulation) of those statements in relation to UNEP's definition of results levels and the causal pathways of the project.

Table 6: Justification for reformulation of results statements

Formulation in original project document(s)	Formulation for Reconstructed ToC at Evaluation (RTOC)	Justification for Reformulation
(LONG LASTING) IMPACT		
Enhanced efficiency and quality of humanitarian action, including improved livelihood resilience in humanitarian hotspots and appropriate disaster water management	Enhanced efficiency and quality of humanitarian action, including improved livelihood resilience in humanitarian hotspots	Removed "and appropriate disaster water management" because Output 4 related to waste management was removed in Project Revision 2.
INTERMEDIATE STATES		
Short term humanitarian stability being without drawing down local natural resources (reduced environmental footprint)	Reduction in the drawing down of local natural resources by short-term humanitarian interventions (reduced environmental footprint)	Rephrased to focus on the 'change' necessary and to make the statement clearer.
Reduced human exposure and vulnerability to hazard impacts, supporting the humanitarian 'do not harm' principle	Reduced human exposure and vulnerability to hazardous environmental impacts, supporting the humanitarian 'do not harm' principle	Added "environmental" to specify that these are related to environmental problems. For brevity, will not include the last phrase in the TOC diagram.
Reduced human insecurity and forced displacement	Reduced human insecurity and forced displacement through improved integration of environmental risk management in humanitarian action	Added "through improved integration of environmental risk management in humanitarian responses" to specify that the reduction of these conditions would be due to increased considerations of environmental risks. Will shorten the statement in the TOC diagram for brevity.
	Increased institutionalization of environmental integration across humanitarian planning and decision-making systems	Added this intermediate state because to reach the impact statement, there is a need for more extensive adoption of environmental considerations within the broader humanitarian sector and in a more formal manner.
PROJECT OUTCOMES		
Global, national and local humanitarian actors recognize, manage, and reward environmental stewardship in humanitarian decision-making	Global, national and local humanitarian actors adopt environmental stewardship in humanitarian decision-making	Replaced 'recognize, manage' with 'adopt' as this verb succinctly encompasses the recognition of environmental stewardship as important and the management (use) of it in decision-making.

Formulation in original project document(s)	Formulation for Reconstructed ToC at Evaluation (RTOC)	Justification for Reformulation
		Removed the word 'reward' because there is no evidence that the 'rewarding of environmental stewardship' would be tracked and documented by the project (not through the Outcome indicators). The 'rewarding environmental stewardship' actions would likely come from the donors, and this project does not directly engage donors to change and track their behavior (Project document, page 35).
OUTCOME INDICATORS		
Indicator 2: Number of people in humanitarian hotspots where there is evidence of improved capacity to manage climate and environmental shocks and risks	Indicator 2: Number of people in humanitarian hotspots where there is evidence of improved capacity to manage climate and environmental shocks and risks, determined by participation of humanitarian decision-makers in training that leads to the increased use of environmental risk assessment tools	Added "determined by the participation of humanitarian decision-makers in training that leads to the increased use of environmental risk assessment tools" because "improved capacity" is not defined in the Results Framework. Project reports suggest that "improved capacity" was measure by the participation of humanitarian decision-makers in NEAT+ or environmental risk assessment workshops.
OUTPUTS		
1. Improved understanding of climate and environmental risk in humanitarian hotspots by international, national and local humanitarian actors	No change	No change
2. Increased consultation, access to and use of tools and guidance materials for integrating environmental issues in humanitarian action by humanitarian decision makers	No change	No change
3. Humanitarian planning processes conducted with consideration of environmental risk and vulnerability analyses in humanitarian hotspots by national and local humanitarian actors (*This is how the Output was presented in Revision 4, without a documented reason for the change*)] [Increased integration of environmental risk and vulnerability data and information (disaggregated by age and gender) in humanitarian planning processes, policies and plans (*This was the original statement as presented in the Project Document and in the 'draft' Project Closure report*)]	3. Increased ability to conduct humanitarian planning processes with consideration of environmental risks and vulnerability analyses in humanitarian hotspots by national and local humanitarian actors	The original statement is more representative of an Outcome than an Output result, because it describes a change in the behavior of the intended beneficiaries, not something they acquired through the project inputs (e.g. access to a product, gain in knowledge or ability). As rephrased, there is an emphasis on an increased ability gained by the intended beneficiaries because of the project. The project document (2019) describes this Output as "putting processes in place to integrate environmental data and information into *the analytical capability* of humanitarian actors". Will shorten the statement in the TOC diagram for brevity.
4.Waste management issues integrated within broader disaster response plans and actions as well as disaster contingency planning included as part of city and national level waste strategies	*THIS OUTPUT WAS REMOVED IN APPROVED PROJECT REVISION 2 (DECEMBER 2020)*	

Table 7: Justification for reformulation / expansion of drivers and assumptions

Formulation in original project document(s)	Formulation for Reconstructed ToC at Evaluation (RTOC)	Justification for Reformulation
DRIVERS		
Environmental policies and safeguards are being considered for humanitarian operators	Environmental policies and safeguards are being considered to guide humanitarian actors in the integration of environmental considerations	Clarified the purpose of the 'policies and safeguards'
Increased involvement of local actors to provide meaningful context of local dependence on natural resources, including gender, age and protection elements related to environmental risks	No change	
Environmental assessment tools are linked to the Humanitarian Programme Cycle or other humanitarian M&E	No change	
	Inclusion of women and a consideration of gender specificities through project implementation	This commitment was in the project document but not included in the results framework
	Inclusion of vulnerable and marginalized groups, as appropriate, throughout project implementation [27]	This commitment was in the project document but not included in the results framework
	Institutional buy-in and commitment from OCHA, donors and lead humanitarian agencies to promote and actively support environmental integration	Listed in the project document Risk Log
	Tools remain easy to use and maintain, especially NEAT+'s digital architecture	Added this driver, as the tools (and uptake by humanitarian actors) were critical to the project
	Tools include the mechanisms to analyze and incorporate information by gender	The ProDoc states that the piloting of tools will include gender considerations
ASSUMPTIONS		
While humanitarian actors focus on saving lives, persistent challenges of saving livelihoods in humanitarian hotspots are not being ignored	Humanitarian actors are willing to integrate environmental considerations despite the persistent challenges of saving lives	Rephrased to make clearer
	Adequate quality data available to build a convincing evidence base for the environment to be integrated in humanitarian crisis response	Listed in the project document Risk Log
Adequate and predictable humanitarian funding to sustain activities on a multi-year basis	Donors maintain or increase adequate funding to support the integration of environmental considerations in humanitarian actions	Rephrased to make clearer and identify the 'key actors' in this assumption. Moved this from 'Drivers' to 'Assumptions' because the project cannot realistically influence donor fundings levels.
	National and local partners remain engaged and see value in focusing on environmental actions amid competing priorities	Added this assumption as the continued commitment of national and local governments and other partners is critical to achieve project results.

[27] If the project design document contains commitments on human rights and gender equality that are not reflected in the results framework, the commitment must appear as Driver.

72. The reconstructed TOC at evaluation illustrates three causal pathways, described below:

73. The *first pathway* began with Output 1, which aimed to increase international, national and local humanitarian actors' understanding of climate and environmental risks in humanitarian hotspots. The project piloted this effort with humanitarian actors in three countries: Burundi, Chad, and Sudan. To deliver this output, JEU held inception workshops in each country and hired national consultants to conduct gender-sensitive climate and environmental risk analyses in humanitarian hotspots for each country. JEU shared the results of the analyses—including recommendations—with local and national government and humanitarian institutions. Technical workshops were reportedly held with local, national and international humanitarian actors to discuss these results and agree on next steps, including implementation of climate adaptation measures in humanitarian hotspots. WPF, UNHCR and UNICEF collaborated with JEU on some of these efforts, and the risk analyses findings reportedly influenced their programming in the selected humanitarian hotspots. Delivery of this output would contribute to the realization of the project Outcome: Global, national and local humanitarian actors recognize and manage environmental stewardship in humanitarian decision-making.

74. However, for this transition to be successful, *three drivers* were necessary. First, local actors should have been involved to provide information on the communities' dependence on the environment and validate environmental risks. Second, women should have been included in the workshops and other conversations, to ensure that experiences and risks are seen through a gender-sensitive lens and that the selected adaptation measures are also gender-sensitive. The third driver was the inclusion of disabled, elderly and other marginalized groups to ensure adequate representation. A key *assumption* needed for this transition was the availability of adequate, quality data for the project to build a convincing evidence base for the environment to be integrated into humanitarian responses. Output 1 was an opportunity for the project to reach and influence its most critical stakeholders—national and local authorities, and humanitarian organizations—with credible information.

75. The *second pathway* began with Output 2, also expected to contribute to the achievement of the Outcome. Output 2 aimed to increase humanitarian actors' access to and use of tools and guidance to integrate environmental considerations in humanitarian actions. The project promoted Environment in Humanitarian Action (EHA) tools and guidance developed in collaboration with the Joint Initiative to humanitarian organizations. These tools included the EHA Connect (online searchable website dedicated to compiling EHA resources) and the Nexus Environmental Assessment Tool (NEAT+). In coordination with other organizations such as UNHCR and NRC, the project provided training and field-testing of NEAT+.

76. A key *driver* necessary to support the transition from Output 2 to the project Outcome was the commitment from OCHA and humanitarian organizations to actively support and promote the integration of environmental considerations in humanitarian action. This support was critical to ensure successful participation of humanitarian partners in access and piloting the tools. The tools themselves also had to be easy to use and maintain to ensure that humanitarian partners testing them remained engaged and motivated to use them. The tools should have also included mechanisms to analyze and incorporate information by gender. A key *assumption* necessary for this transition was the willingness of humanitarian actors to test and employ these tools despite the immediate demands they face of saving lives.

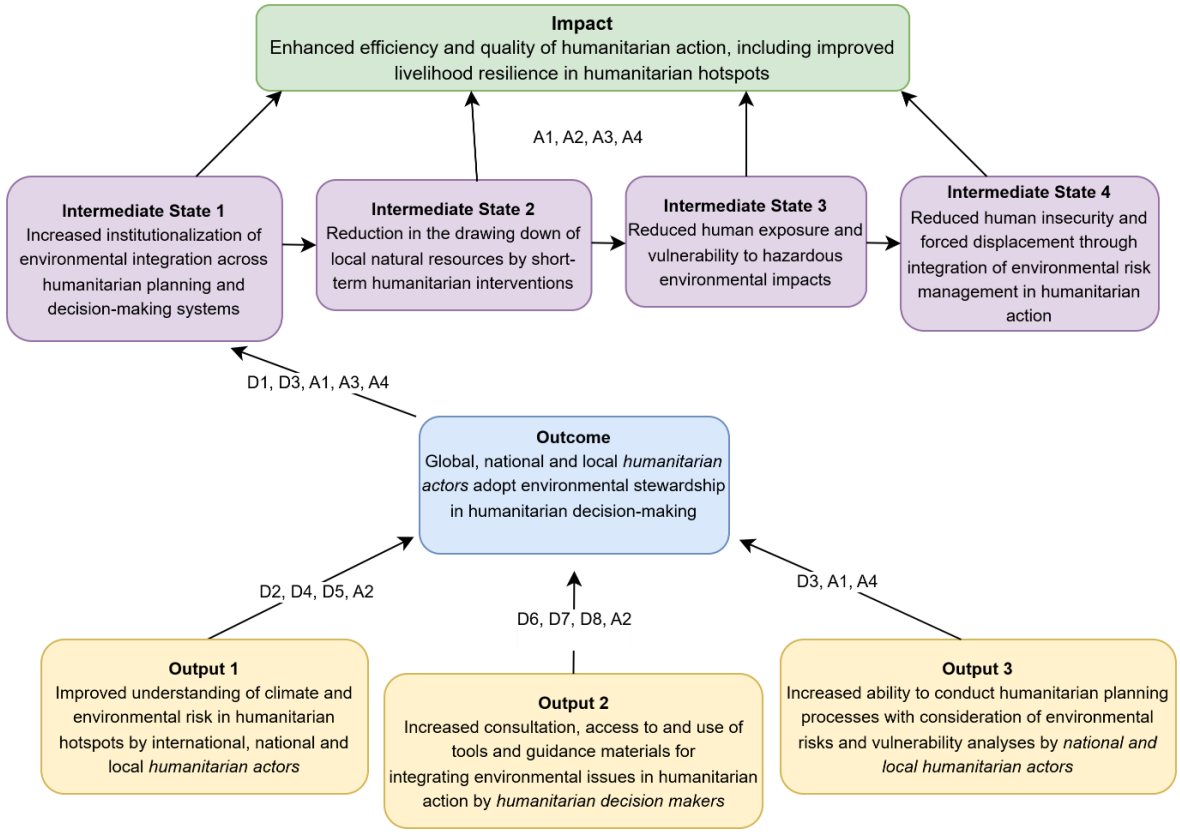
77. The *third pathway* began with Output 3 which was also intended to contribute to the project Outcome. This output aimed to increase the ability of humanitarian actors to integrate environmental risk and vulnerability data in humanitarian planning processes. The project reportedly analyzed humanitarian planning processes, policies and plans to identify opportunities in the Humanitarian Programme Cycle [28] (HPC) for incorporating environmental issues. OCHA reportedly assisted with this process, as the coordinator of several humanitarian planning documents (e.g., Humanitarian Response Plans, Needs Overviews, and Country-based Pooled Funds). According to the ProDoc, the project was to convene stakeholders in each pilot country to discuss how to support the integration of the environmental assessments (Output 1) and piloted tools (Output 2) into humanitarian planning processes. A *driver* that was necessary to support the uptake of this output was that environmental assessments tools would be linked to the HPC. The two primary *assumptions* necessary to make the transition to the project outcome were (1) that humanitarian actors remain committed to integrating environment in the HPC despite immediate concerns related to saving lives, and (2) that national actors also remain engaged and committed to incorporating environmental issues in humanitarian work, amidst many other competing priorities.

78. The causal pathway continues with the achievement of the project Outcome [Global, national and local humanitarian actors recognize and manage environmental stewardship in humanitarian decision-making] leading toward the intended Impact result of enhanced efficiency and quality of humanitarian action, including improved livelihood resilience in humanitarian hotspots. However, a few *Intermediate States* are necessary to make the connection between these two results. First, there should be an institutionalization of the integration of environment across humanitarian planning and decision-making systems. In other words, the results achieved through this project should be broadened to foster change in other countries and humanitarian institutions beyond those participating in the project. This broader institutional attention to environmental issues and vulnerabilities in humanitarian hotspots would lead to (1) a reduction in the drawing down of natural resources by short-term humanitarian actions, (2) a reduction in human exposure to environmental hazards, and (3) a reduction in human insecurity and displacement as a result of environmental hazards.

79. To successfully transition between the project Outcome and intermediate States, one key *driver* was that environmental safeguards and policies encouraging humanitarian actors to integrate environmental issues in their planning processes were being considered. A key *assumption* was that donors continue to fund or increase funding supporting the integration of environment in humanitarian work. Other key *assumptions* are the continued commitment of humanitarian actors and of national partners to incorporating environmental considerations in humanitarian action, despite competing priorities. To achieve the intended Impact result, all *assumptions* previously stated must remain in place following achievement of the Intermediate States [continued commitment from humanitarian actions and national partners, availability of quality data to support tools and guidance, and continued or increased donor support].

[28] The HPC is a standardize operational framework developed by the Interagency Standing Committee (IASC) detailing the step-by-step actions that humanitarian organizations take to prepare for, manage, and deliver collective responses to humanitarian emergencies. It is made up of six key elements, namely (1) Needs Assessment and Analysis, (2) Strategic Planning, (3) Resource Mobilization, (4) Implementation and Monitoring, (5) Operational Peer Review and Evaluation, and (6) Preparedness.

Figure 2: Theory of Change at evaluation



Drivers

D1 - Environmental policies and safeguards being considered to persuade humanitarian actors to integrate environmental considerations
D2 - Increased involvement of local actors to provide meaningful context of local dependence on natural resources and environmental risk
D3 - Environment assessment tools are linked to the Humanitarian Programme Cycle
D4 - Inclusion of women and a consideration of gender specificities through project implementation
D5 - Inclusion of vulnerable and marginalized groups, as appropriate, throughout project implementation
D6 - Institutional buy-in and commitment from OCHA, donors and lead humanitarian agencies to promote and support environmental integration
D7 - Tools remain easy to use and maintain (especially NEAT+)
D8 - Tools include mechanisms to analyze and incorporate information by gender

Assumptions

A1 - Humanitarian actors are willing to integrate environmental considerations despite the persistent challenges of saving lives
A2 - Adequate quality data available to build a convincing evidence base for the environment to be integrated in humanitarian crisis response
A3 - Donors maintain or increase adequate funding to support the integration of environmental considerations in humanitarian actions
A4 - National and local partners remain engaged and see value in focusing on environmental actions amid competing priorities

4 EVALUATION FINDINGS[29]

4.1 Strategic Relevance

4.1.1 Alignment to UNEP MTS, POW and Strategic Priorities

Table 8: Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW), and Strategic Priorities

UNEP strategic document	Alignment with UNEP's mandate and thematic priorities	Level of alignment
Medium Term Strategy (MTS) (2018-2021).[30]	The project was aligned with the former Resilience to Disasters and Conflict Subprogramme, especially its overall objective of: *Countries increasingly preventing and reducing the environmental impacts of disasters and conflicts, while building resilience to future crises*. The MTS states that during the 2018-2021 period, UNEP "will focus on integrating best-practice environmental approaches into the key prevention, response and recovery policies and plans of countries and the international community." This is in line with the project's goal of integrating environmental risk analysis in national plans (Burundi, Chad and Sudan) and promoting environmental assessment tools with the global humanitarian community. The MTS refers to the JEU as a key "entry point" to "improve the environmental performance of the humanitarian sector".	Full
Programme of Work (POW) (2018-2019).[31]	The project was expected to primarily contribute to the Resilience to Disasters and Conflict Subprogramme, expected accomplishment (b) "emergency response and post-crisis recovery plans integrate environmental considerations to increase the sustainability of recovery". This was primarily supported by results under Output 3 and the project Outcome, related to the number of humanitarian plans that integrate environmental considerations.	Full
Bali Strategic Plan for Technology Support and Capacity Building.[32]	The project is aligned with the Bali Plan's objective (b) to provide technology support and capacity building to developing countries. The project aimed to develop the capacity of officials in Burundi, Chad and Sudan to conduct environmental risk analyses and to train humanitarian workers on the use of environmental assessment technology. Further, the plan's strategic considerations 5(b) and 5(c) state that activities under a plan must have national ownership. The environmental risk analyses processes under Output 1 were designed to be in consultation with the national government of Burundi, Chad, and Sudan.	Full

[29] Refer to the TOR for descriptions of the nature and scope of each criterion.
[30] Refer to the MTS under which the project was approved.
[31] Refer to the POW under which the project was approved.
[32] If applicable.

UNEP strategic document	Alignment with UNEP's mandate and thematic priorities	Level of alignment
South-South Cooperation[29]	This is not applicable to the project, as the Outputs largely targeted global humanitarian organizations.	N/A

4.1.2 Alignment to Donor Strategic Priorities

Table 9: Alignment to Donor Strategic Priorities

Donor or partner strategic document	Alignment with donor or partner strategic priorities	Level of alignment
The German International Climate Initiative (IKI)	According to the *Strategy of the International Climate Initiative up to 2030*, the IKI's top priorities are "climate change mitigation, biodiversity conservation and adaptation to global climate change." Within the adaptation funding area, the strategy states that it is committed to addressing the interplay between climate and resilience. This is in line with the project's interest in increasing the resilience of crises-affected communities by addressing environmental risks. The project could be expected to contribute to the IKI's target of: *At least 20 countries where there is an improvement in the enabling environment for cross-sectoral climate change mitigation or adaptation*.	Full
Swedish International Development Cooperation Agency (Sida)	*Sida's Environmental Policy* (2007) states that it addresses the environment in humanitarian projects by "systematically taking environmental aspects, including climate risk, into account and integrating them into planning, implementation, and monitoring of strategies and contributions." The *Strategy for Sweden's humanitarian assistance provided through the Swedish International Development Cooperation Agency* (2025–2029) also states that in protracted humanitarian crises consideration should be given to climate and environmental impact, when applicable. These priorities are in line with the goal of the project.	Full

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

Table 10: Relevance to Global, Regional, Sub-regional and National Environmental Priorities

Strategic document or agreement	Alignment with global, regional, sub-regional, national environmental priorities	Level of Alignment *Full, partial, or not at all*
Sustainable Development Goals (SDGs)	The project contributes to at least seven SDGs. The most relevant are • **SDG 1 Poverty, Target 1.5**, increasing the resilience of poor and vulnerable communities by reducing exposure to climate-related and other environmental shocks. Contributing to indicator 1.5.3: *Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015-2030*	Full

Strategic document or agreement	Alignment with global, regional, sub-regional, national environmental priorities	Level of Alignment *Full, partial, or not at all*
	• **SDG 13 Climate Change, Target 13.1**, strengthening resilience and adaptive capacity to climate-related hazards and natural disasters in all countries. Contributing to indicator 13.1.2: *Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015–2030*	
Sendai Framework for Disaster Risk Reduction 2015-2030	The project is aligned with the Sendai Framework's goal of preventing and reducing disaster risks through the implementation of, among other things, environmental measures that prevent "hazard exposure and vulnerability to disaster". This is in line with the project's goals of integrating environmental considerations into humanitarian plans to mitigate risks. The project could contribute to the following global targets: *(a) Substantially reduce global disaster mortality by 2030, aiming to lower the average per100,000 global mortality rate in the decade 2020–2030 compared to the period 2005–2015* *(e) Substantially increase the number of countries with national and local disaster risk reduction strategies by 2020*	Full
Burundi National Development Plan (NDP), 2018-2027	One of the NDP's strategic priorities is to "Protect the environment, adapt to change." One of the key objectives under this priority area is "Promote development that is resilient to the adverse effects of climate change." This is in line with the project's objective on reducing the adverse effects of climate change. But the plan is missing a connection between environmental management and disaster response and post-crisis recovery.	Partial
Chad National Development Plan (NDP), 2018-2027	The NDP includes a strategic priority titled "Improving the quality of life" that includes in the objective, *ensuring the preservation of natural resources and adapting to climate change*. The project could contribute to the associated intended result: good management of natural resources is ensured through actions such as (iv) making effective a mechanism for the prevention and management of natural risks and disasters. But the plan is missing a connection between environmental management and disaster response and post-crisis recovery.	Partial
Sudan Sudan National Adaptation Plan, 2016	The project aligned with the NAP's intended to support a "proactive approach to reduce vulnerability by integrating information about emerging climate change risks into current development planning systems and arrangements." But the plan is missing a connection between environmental management and disaster response and post-crisis recovery.	Partial

4.1.4 Complementarity with Existing Interventions/ Coherence

Table 11: Complementarity with Existing Interventions/Coherence

Other initiatives by UNEP or other organisations	**Complementarity** *(including collaboration, coordination and overlap or duplication)*	**Level of Alignment** *Full, partial, or not at all*
Joint Initiative on 'Coordination of assessments for environment in humanitarian action'	The JEU was part of the Joint Initiative. The group was a consortium of eight environmental and humanitarian organizations working to develop and promote environmental assessments to strengthen the environmental-humanitarian nexus. The EHA project benefited from the work conducted by the Joint Initiative in prior years, including development of the NEAT+ tool and the network of organizations. Like JEU, the Joint Initiative was working on environment guidance development as well as on tool implementation and support in the field. However, the JEU provided the secretariat to the Joint Initiative and therefore, efforts were coordinated and not duplicative.	Full
UNEP Project on "Strengthening National Capacities to Address the Environmental Impact of Humanitarian Responses to Population Displacement in Selected Countries" (project code: 213.2)	At project design, the EHA project was aware of this UNEP project, which also promoted the uptake of environmental assessments in humanitarian action and aimed to enhance the coordination between environmental and humanitarian actors. However, this project focused on addressing the environmental impacts of humanitarian actions to tackle forced displacement, and was implemented in Guatemala, Lebanon, Nigeria, Turkey, and Vanuatu. Therefore, the was no overlap. Furthermore, there was collaboration, as the project intended on using JEU training materials.	Full
DG ECHO-funded project on "Strengthening the capacity of humanitarian actors to do environmental screenings"	During implementation, the EHA took account of this DG ECHO-funded initiative that began in 2021. It was implemented by the Norwegian Refugee Council and provided in-person screenings and training on NEAT+ for local and national humanitarian organizations and UN agencies in selected countries. The initiative was in coordination with the JEU, as it was the custodian of the NEAT+, and the individual screenings and trainings generated feedback that was shared with JEU for tool improvement.	Full
UNEP Sudan projects	At project design, the EHA project was aware of multiple projects being implemented by UNEP in Sudan. These included projects related to water management and climate change, water supply planning and delivery, and local and national capacity to manage natural resources sustainably. None of the projects identified overlapped with the EHA project. One interviewed project stakeholder noted that the EHA project missed identifying several small initiatives related to the environment–humanitarian nexus in the pilot countries. These were mostly small initiatives, but they may have added value by allowing the project to build on existing efforts.	Partial

80. The EHA project demonstrated strong strategic alignment with UNEP institutional frameworks and donor priorities, and partial alignment at the national level because environment-humanitarian linkages were not well reflected in country frameworks. The project fully mapped onto the 2018-2021 MTS and the 2018-2019 POW expected accomplishment on environmental considerations in emergency response and post-

crisis recovery plans. Alignment with donor priorities was equally strong, especially with the IKI's focus on climate adaptation and resilience and Sida's policy of systematically integrating environmental considerations into humanitarian planning. Alignment at the national level was only partial across Burundi, Chad, and Sudan. While each country's national plans referenced environmental protection or climate resilience, none explicitly connected environmental management to disaster response and post-crisis recovery. Complementarity with other initiatives was generally well-managed, with no significant duplication identified across similar JEU, ECHO-funded, and UNEP initiatives.

Finding Statements on Strategic Relevance and Complementarity:

81. The project's strong alignment with UNEP and donor priorities reflects a well-positioned intervention at the frontier of an emerging issue.

82. The partial alignment between the project's objectives and the national development frameworks in Burundi, Chad, and Sudan points to a gap in the link between environment and humanitarian action at country level.

Rating for Strategic Relevance: Satisfactory

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

Rating for Alignment to Donor Strategic Priorities: Highly Satisfactory

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

Rating for Complementarity with Existing Interventions/Coherence: Satisfactory

4.2 Quality of Project Design

Table 12: Summary of quality of project design assessment ratings

	SECTION	RATING (1-6)	Summary Assessment
A	Project Preparation	5	The Project Document (ProDoc) includes adequate problem, situation, and stakeholder analysis and addresses consideration of gender differences. However, the workplan presented is not costed, and procurement is not discussed.
B	Risk identification and Safeguards	4	The ProDoc includes a Risk Log listing potential risks to project implementation (e.g., lack of funding). It includes security as a risk factor and notes the risk level for Sudan and Burundi. However, there is no information for Chad and given that all three pilot countries have histories of fragility and conflict, a more nuanced assessment of the volatility of their operational context would have elevated the risk assessment.
C	Governance and Supervision Arrangements	5	The ProDoc includes a comprehensive discussion on the project governance structure. However, a project steering committee was not established.
D	Partnerships	6	The expertise of the key project implementation partners and national partner institutions are clearly documented and based on this assessment, their roles in the project are appropriately assigned. Inception meetings were held in Burundi, Chad and Sudan.
E	Strategic Relevance	5	The ProDoc includes a clear and comprehensive presentation of alignment with all relevant parties, except for donors.

	SECTION	RATING (1-6)	Summary Assessment
F	Logical Framework and Causality	5	There is a clear presentation of most causal pathways including key actors/stakeholders. But the intermediate states necessary between the outcome and impact, and the drivers and assumptions are not described in the narrative, they are only presented in the TOC diagram. The results are generally SMART, and baseline data and targets are provided.
G	Financial Planning	6	The financial planning information is presented adequately in the 'Budget Summary' table and the 'Resource Mobilization' sections of the ProDoc.
H	Efficiency	6	The ProDoc's section on 'cost effectiveness' details how the project will leverage JEU's expertise acquired on the subject over the years, its network of partners, and the analyses and tools previously created under its purview. In addition, the ProDoc explains how the project will capitalize on WFP, UNICEF and UNHCR's in-country relationships, as well as their ongoing complimentary interventions and activities.
I	Monitoring	4	The monitoring plan details monitoring collection methods, responsibilities and frequency, as well as data disaggregation, where appropriate. However, it does not indicate the budget allocated for monitoring activities, only for the evaluation.
J	Sustainability / Replication and Catalytic Effects	4	The ProDoc lists some of the issues that may affect the project results in the long-run and presents some strategies the project will undertake to try to extend the lifeline of project results and objectives (e.g. JEU continuing to advocate for environment in humanitarian actions, developing strong in-country partnerships). However, it is missing an exit strategy that could have pieced these proposed ideas together.
K	Learning, Communication and Outreach	6	The ProDoc includes a robust description of the communication strategies that will be used to disseminate information to key audiences (e.g. national policy makers, humanitarian actors, communities at risk). It details the key channels and tools that will be used to disseminate information and the roles that UNEP and OCHA's communication offices will play.
	Total (Weighted) Score:	*4.99*	*(Full analysis in the Inception Report, available from the Evaluation Office.)*

83. During the evaluation inception phase, the evaluator assessed the design of the project through the Project Document (ProDoc) dated January 2019 and the formal project revisions (August 2019, December 2020, December 2021, November 2022). Using an Evaluation Office of UNEP (EOU) template, the evaluator reviewed 11 key components of the project design process and documentation (see Table 12). Each element was assessed for completeness and quality and, on that basis, assigned a rating. Each element is assigned a weight by EOU, and the total project design score was determined to be 4.99, equal to 'Satisfactory'.

84. The ProDoc covers most of the project design details comprehensively and clearly. Project design strengths included Partnerships, Financial Planning, Efficiency, and Learning, Communication and Outreach. The strength of some of these factors manifested during implementation and contributed to the achievement of results. For example, at design, the project identified and documented partner roles well. During implementation, strategic partnerships were instrumental in effectively delivering outputs, such as promoting EHA tools, guidance, and training. The project design also included a strategy for leveraging JEU's existing expertise and networks, and during implementation the project actively engaged partners from the Coordination of Assessments for Environment in Humanitarian Action Joint Initiative and the

Environment and Humanitarian Action Network (EHAN) to maximize project results. A robust communications approach was present at design, and this was evident in the project's consistent and interactive communication with humanitarian organizations, including through regular meetings, workshops, webinars, focused training, and conferences.

85. The Risk Identification and Sustainability sections were rated Moderately Satisfactory. The risk assessment did not include information for Chad and lacked sufficient nuance given the fragility and conflict histories of all three pilot countries. Fortunately, the project was able to mitigate security issues in Sudan (see next Section, 4.3) and there were no serious issues in Burundi or Chad during implementation. The project design identified relevant sustainability issues and strategies but was missing a coherent exit strategy to tie them together. This lack of exit strategy negatively impacts the sustainability of project results (see Section 4.8), particularly as the JEU no longer exists in its original form as a key proponent of the EHA agenda.

Rating for Project Design: Satisfactory

4.3 Nature of the External Context

86. At the beginning of the project, the political situation in Sudan deteriorated significantly affecting some aspects of the project delivery. The Sudanese revolution began in December 2018 and spilled over to 2019, when the EHA project began. During this time, a state of emergency was declared in February, followed by a military coup in April, and political protests and violence continued until there was a transfer of power from the military to a sovereign council in August 2019. These events affected implementation of the project in Sudan, as travel was not possible nor was the ability to effectively engage national authorities during this time.

87. Beginning in March 2020, the COVID-19 pandemic impacted project implementation, specifically the ability to conduct in-person meetings missions and workshops. Unable to conduct in-person meetings and fieldwork for Output 1, the project focused on conducting remote-sensing analyses—using satellite imagery and open-source data—to assess climate and environmental risks in Burundi, Chad and Sudan. The project planned in-person workshops for Output 2, and some of these were complemented with webinars and virtual meetings.

Rating for Nature of the External Context: Favourable

4.4 Effectiveness

4.4.1 Availability of Outputs

Table 13: Availability of outputs

	Narrative Assessment	Sources of Information/ Evidence
Output 1: Improved understanding of climate and environmental risk in humanitarian hotspots by international, national and local humanitarian actors **Performance against Indicators and Targets:** 1. Number of **actors** that express perceptions of increased ability to address environmental integration in humanitarian settings *Targets: 5 government institutions and 6 humanitarian institutions* 2. Number of **organisations** involved in climate risk and	**Four humanitarian institutions (target: 6) expressed increased ability to address environmental integration in humanitarian settings.** Three UN project partners, namely **UNHCR, WFP, and UNICEF**, expressed perceptions of increased ability to address environmental integration in humanitarian settings as a result of the project, according to project reports. Under this Output, the project produced 3 *climate and environmental risk and vulnerability analyses* (discussed in detail below). These assessments were JEU's contribution to a broader project on climate change adaptation in Sub-Saharan Africa. According to project documentation and stakeholder interviews, the project produced these analyses in a timely manner to effectively inform the partner agencies. For example, UNHCR and WFP used the analyses' findings to adjust their programming, such as by providing communities with energy saving stoves. **OCHA** also expressed increase understanding of and sensitivity to climate and environmental risks in humanitarian hotspots. During the implementation of the EHA project, OCHA proposed an internal project to utilize the same remote-sensing process employed in this Output (discussed in detail below) to identify climate and environmental risks and integrate this process into the Humanitarian Project Cycle (HPC). **There is little documentation of government institutions (target: 5) expressing increased ability to address environmental integration in humanitarian settings.** Project progress reports state that during the 2019 Humanitarian Networks and Partnerships Week (HNPW), delegates from the Burundi and Chad ministries of environment acknowledged the importance of climate and environmental considerations in humanitarian settings. However, this conference was held in February 2019, months before the *climate and environmental risk and vulnerability analyses*—the crux of the Output—were developed. National actors	• Programme Information and Management System (PIMS) progress reports • Interview with former JEU project staff members • Interview with former UNEP Regional Humanitarian Coordinator for Africa • Interview with former national consultant for Sudan • OCHA's Earth observation for environmental and climate evidence-informed HPC: Proposal for field support

	Narrative Assessment	Sources of Information/ Evidence
vulnerability analyses in humanitarian hot spots *Targets: 50* **Other information, not related to the indicators, that demonstrates Output delivery:**	participated in the development of their respective countries' Humanitarian Needs Overviews (HNO) and Humanitarian Response Plans (HRP), which integrated environmental considerations in humanitarian programming, as discussed in Output 3. However, beyond this, the evaluation found no evidence that national governments used the *climate and environmental risk and vulnerability analyses* or that there was country ownership. The project team informally observed and gathered feedback from workshop participants, including representatives of national governments and humanitarian organizations. For example, according to project staff, the participants' willingness to adopt the findings was assessed qualitatively during the workshops. However, the project did not conduct a formal participant feedback process; it did not survey nor query stakeholders regarding their perceived increased capacity to address environmental integration in humanitarian settings. **<u>83 organizations (target: 50) were involved in the climate risk and vulnerability analyses</u>.** The project held three **inception meetings** between December 2018 and March 2019, one in each of the pilot countries—Burundi, Chad, and Sudan. A total of 133 representatives from **83 organizations** attended, including government ministries, humanitarian organizations, and national and local NGOs. The inception meetings served to formally launch the project and align all stakeholders around its objectives and intended results. Stakeholder engagement was typically coordinated through Resident Coordinators, who invited relevant groups to the inception meetings. Stakeholders participated in discussions on the importance of mainstreaming environmental and climate change considerations in humanitarian action and agreed on the scope of the *climate and environmental risk and vulnerability analyses* that the project would deliver. According to former project staff, the three national governments validated the design and methodology of the analyses. After administrative delays, the project hired three national consultants, two in Sudan and one in Burundi, to conduct the **climate and environmental risk and vulnerability analyses.** Recruitment efforts were made in Chad, but the project did not hire a consultant there,	• Inception meeting reports (Burundi, Chad, Sudan) • Inception meeting presentations • Climate Vulnerability Assessment Reports (Burundi, Chad, Sudan) • Technical Workshop report (Burundi) • BMU/IKI Contract for the 'Adaptation to climate change in sub-Saharan African humanitarian situations' Project • IKI project fact sheets Some information from progress reports was triangulated with interviews with former project staff and consultants, and

	Narrative Assessment	Sources of Information/ Evidence
	therefore, the primary consultant in Sudan managed the risk and vulnerability analysis in Chad. The *climate and environmental risk and vulnerability analyses* were finalized by April 2020. The purpose of these studies was to evaluate environmental and climate risks in selected intervention areas (e.g. refugees and vulnerable populations) to identify actions that humanitarian actors could take to mitigate these risks. The national consultants used remote sensing[33] techniques to analyze environmental changes over time in humanitarian hotspots and identify vulnerabilities. For example, they compared publicly available data on temperature, rainfall, and land use changes over the last 25 years. A few—mostly governmental—organizations were involved in providing data. However, according to the consultant in Sudan, no organizations were involved during the development of analyses[34], and there is no documentation of their involvement in the reports. The *climate and environmental risk and vulnerability analyses* acknowledge **gender** contextually. For example, each report mentions at least one risk in humanitarian settings that affect mostly women (e.g. health risks from cooking practices). However, none include systematic gender-disaggregated data or analysis. The assessment methodology in Burundi included interviews with 72 community members, 35% were women. In Sudan, a female consultant was reportedly hired to conduct social interviews with affected communities, including women. However, the evaluation could not verify this because the report including this analysis was not provided. It was also not possible to verify the participation of women in the project's workshops because out of 6 workshops (3 inception meetings and 3 technical workshops), only one report included a detailed list of participants. According to project staff, the national consultants first shared the *climate and environmental risk and vulnerability analyses* reports with JEU and the countries' ministers of	with official documentation, such as workshop and assessment reports. Other project reporting could not be triangulated due to the unavailability of beneficiaries and documentation.

[33] Remote sensing is the science of obtaining information about objects or areas from a distance, typically from aircraft or satellites, according to the National Oceanic and Atmospheric Administration
[34] The consultant from Burundi was not available for consultation.

	Narrative Assessment	Sources of Information/ Evidence
	environment, and then the broader humanitarian community. Per project reports and former project staff, **technical workshops** were held in July 2020 to discuss the findings of the analyses and agree on adaptation options to be implemented in the selected humanitarian sites. According to project reports, representatives from 66 organizations participated in these technical workshops. However, there is only documentation of the in-person technical workshop in Burundi, during which 42 participants were present from an unknown number of organizations. There is no documentation of the technical workshops reportedly held virtually in Chad and Sudan. These reported workshops were delivered in a timely manner following the completion of the reports. However, the evaluation was unable to verify the utility of the workshops because consultations with participants were not possible and, as mentioned above, summary reports were not available. JEU held a presentation in April 2021 to share the final project results. According to project staff, the analyses reports were received well by stakeholders, but the analysis for Sudan was significantly more detailed than for the other two countries, despite similar methodologies, because of the presence of the UNEP Sudan Country Office. UNEP does not have country presence in Burundi and Chad, and therefore, the consultants did not have the same level of support. OCHA has offices in all three countries, but engagement was limited due to lack of environmental expertise. According to project staff, the Output was implemented with an unstable budget and precarious staff contracts. This contributed to some of the shortcomings in execution, such as the lack of workshop documentation and limited national stakeholder engagement. Level of delivery: Partially delivered	
Output 2: Increased consultation, access to and use of tools and guidance materials for integrating environmental issues in humanitarian action by	**At least 39 organizations (target: 20) were involved in the development of tools and guidance materials for the integration of environmental considerations in humanitarian action**. The primary organizations involved were—along with JEU— members of the *Coordination of Assessments for Environment in Humanitarian Action Joint Initiative*: US Agency for International Development (USAID), UNHCR, World Wildlife Fund (WWF), NRC, the Swedish Civil Contingencies Agency (MSB) and the International Union for the	• PIMS progress reports • Interviews with former JEU project team members

	Narrative Assessment	Sources of Information/ Evidence
humanitarian decision makers **Performance against Indicators and Targets:** 1. Number of **organizations** involved in the development of tools and guidance materials for the integration of environmental considerations in humanitarian action *Target: 20* 2. Number of **humanitarian decision makers** have access to and are using project knowledge products, guidance and tools in the promotion of integration of environmental considerations in humanitarian action	Conservation of Nature (IUCN). The Joint Initiative developed the Nexus Environmental Assessment Tool (NEAT+) with financial support from USAID, UNEP, and OCHA. Other organizations involved were primarily members of the Environment and Humanitarian Action Network (EHAN), which includes about 40 member organizations[35]. These organizations were involved in at least one of the following ways: (1) initial development of resources and review before publishing, (2) piloting the NEAT+ and providing feedback, (3) development of new guidance, (4) translation of NEAT+ into Spanish and French, (5) development of Urban NEAT+, (6) updating the NEAT+. For example, the Shelter Cluster environment community and Moving Energy Initiative provided inputs into the EHA Connect website prior to the launch. Many organizations provided feedback for improving the NEAT+ after trials, including Swedish Red Cross and the International Federation of Red Cross/Crescent Societies. Oxfam, Norwegian Church Aid (NCA), and Humanity and Inclusion were involved in guidance development. UNHCR Colombia and Groupe URD worked to translate the NEAT+ guidance package into Spanish and French, respectively. UNHCR Brazil led the development of Urban NEAT+. **Over 2,400 humanitarian decision makers (target: 550) had access to knowledge products, guidance and tools for the integration of environmental considerations in humanitarian action**. Through the implementation of the project and collaboration with partners, EHA tools and guidance materials were made accessible to representatives of at least 135 organizations. Delivery of this Output to beneficiaries was timely as humanitarian organizations were gaining interest in the integration of environment into humanitarian work, and the project disseminated the resources as they were available. The tools and guidance were made	• Interviews with implementing and contributing partners • Environment and Humanitarian Action Network (EHA) documents • Workshop and training reports • NEAT+ reports • Workshop and training reports • Webinar videos • Conference materials (e.g. agendas, participant lists, presentations) Triangulated PIMS report statements with stakeholder interviews,

[35] The EHAN was created by JEU in 2014 to convene humanitarian and environmental organizations around the shared mission of advancing policy and practices in humanitarian action that avoids, minimizes, or mitigates environmental impacts and promotes environmentally responsible humanitarian programming through collaboration and cooperation. (Environment and Humanitarian Action Network, Terms of Reference, 2018)

	Narrative Assessment	Sources of Information/ Evidence
Target: 550 **Other information, not related to the indicators, that demonstrates Output delivery:**	accessible to humanitarian decision makers through various means, including: (1) EHAN meetings, (2) international conferences, (3) workshops, (4) webinars, and (5) NEAT+ trainings. According to project staff, the promotion of tools and guidance was done primarily through the EHAN; the JEU presented the resources during regular meetings and communication with EHAN members. The JEU and its partners also shared the resources at the 2019, 2020 and 2021 Humanitarian Networks and Partnership Week (HNPW) conference, which hosts on average 2,000 participants annually. Finally, there were dozens of workshops, webinars, and training on these tools, particularly NEAT+. Some of these were conducted by JEU with partners like NRC and UNHCR; others were conducted by collaborative partners. Most notably, the Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO) funded a series of NEAT+ trainings[36], which NRC implemented in countries like Kenya, Bangladesh, and Iraq. According to workshop, webinar, training and progress reports, participants generally found the information received useful, expressed interest in adopting the tools, and the output generated strong user ownership. A prime example is the project's results generated in Myanmar. In October 2019, the project conducted an environmental scoping mission in Hpa An Township, Myanmar using NEAT+ to assess environmental risks in an area when NRC was conducting work with internally displaced people (IDP). The mission generated direct institutional ownership with the Myanmar Humanitarian Fund (MHF)[37], as the NRC country director, who sat on the MHF board, proposed during the mission that NEAT+ use be explored as a condition of MHF funding. A subsequent meeting with OCHA Myanmar's humanitarian financing unit identified the MHF training materials as the most appropriate entry points. That advocacy translated into concrete results just months later, with the MHF issuing a January 2020 Guidance Note—produced with JEU support—that formally incorporated NEAT+ as an example tool for the environmental assessment of MHF-funded projects, embedding environmental screening directly into the fund's guidance framework.	interviews with former project staff and consultants, tools and guidance reports, and EHAN documents, and implementing and contributing partners' documentation.

[36] Under a project called "Strengthening Environmental Screening Capacity of Humanitarian Organizations"
[37] MHF is an OCHA-managed country-based pooled funding mechanism

	Narrative Assessment	Sources of Information/ Evidence
	Also in January 2020, the project held a workshop with over 70 participants from international and national NGOs, UN agencies, clusters, and donors, all of whom reported having never received environmental risk management training before. This workshop generated greater demand for the tool, including requests for more detailed NEAT+ training, a Burmese-language translation of the tool, and wider follow-on sessions. The primary tool accessed and used by humanitarian decision-makers during the project timeframe was the **NEAT+**[38], followed by the **EHA Connect** platform[39]. **Usage** of these resources by individual decision-makers is difficult to quantify because the number of users accessing them was not systematically tracked by the project. The EHA Connect website is no longer active, and therefore it is not possible to obtain user data analytics. When the NEAT+ site was active, only the number of downloads could be tracked because it is an Excel-based offline tool. During project implementation, tool usage reporting was an informal process. Humanitarian organizations typically shared usage of the tools during EHAN meetings and through direct communication with JEU, for example while seeking technical assistance or guidance. Nevertheless, there is evidence that NEAT+ was used by many humanitarian organizations; at **least 23 humanitarian organizations** were reportedly using it based on training and project reports (see Table 14). According to multiple documentary and testimonial sources, NEAT+ is the most widely used environmental screening tool in the humanitarian sector,	

[38] The NEAT+ is an open-source, rapid environmental screening tool that allows humanitarian actors to assess vulnerabilities and impacts of humanitarian response activities and generates summary report providing a snapshot of baseline environmental conditions, potential environmental impacts, mitigation measures, and development opportunities.
[39] EHAN Connect was an online repository of tools and guidance designed to connect environmentalists and humanitarians. Hosted by JEU, it contained all EHA tools and guidance and was structured to allow humanitarian actors to search for environmental guidance relevant to their specific programming needs, such as planning, implementation, or monitoring.

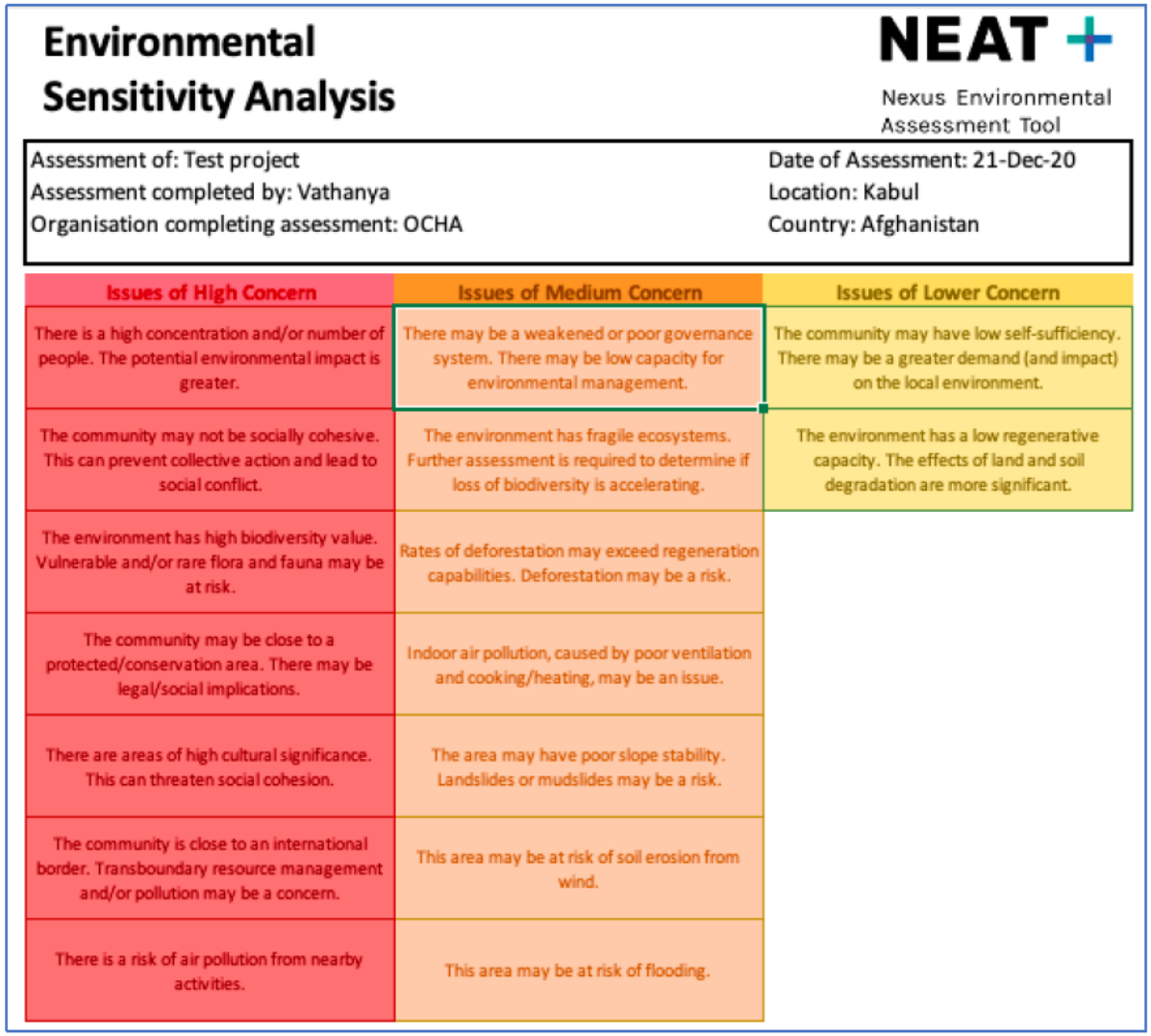
	Narrative Assessment	Sources of Information/ Evidence
	indicating strong user ownership of this output. NRC, the International Committee of the Red Cross (ICRC), Action Contre le Faim (ACF) and UNHCR are among the most active users. Based on NEAT+ capacity building reports, at least **78 humanitarian organizations** were actively consulted and engaged in piloting and field-testing of the NEAT+, in at least 22 countries. However, it is difficult to ascertain how many training participants continued using the tool after the sessions. With regards to **gender,** the NEAT+ included some questions related to gender differences as part of the assessment of community vulnerabilities. For example, it may ask where water is sourced from and who is carrying the water. But gender-specific questions are limited, because the tool is focused on recording environmental risk information, not gender risk information. Gender inclusion is present but not systematically central. In September 2020, the project, with support from UNHCR, initiated the development of the **Urban NEAT+.** The Urban NEAT+ has the same concept and logic as the original NEAT+, but it was updated, includes more questions, flexibility, and addresses environmental sustainability in the context of urban crises. Another major difference is that the Urban NEAT+ is hosted online which allows for user access tracking. However, according to various stakeholders, the tool became too expensive to maintain and host because it was much larger and complex. It was also more cumbersome to use and could not be used offline in the field, and therefore, it was not as successfully adopted by humanitarian actors. Several stakeholders who worked on the development of Urban NEAT+ concur that overall tool is conceptually sound and in demand but has been impacted by donor-driven funding cycles, chronic staff turnover, and the absence of a committed institutional owner. They agree the tool urgently needs a new home outside the UN system, with an implementing partner such as NRC or Oxfam, and that a stakeholder convening is needed to collectively map its next phase. The emergence of artificial intelligence (AI) provides an opportunity to upgrade the tool and increase its functionality. These stakeholders envisioned merging the rural and urban versions into an AI interface that can function offline in the field and generate	

	Narrative Assessment	Sources of Information/ Evidence
	context-specific assessments on demand. One stakeholder estimated that rebuilding NEAT+ from scratch using current AI would cost approximately half of what continued enhancement of the existing platform would require. The output faced several challenges, according to project staff and implementing partners. The most significant challenges were funding shortages and unstable staff and consultants' contracts. This led to constant staff turnover which affected the project's institutional knowledge and continuity, and budget shortages specifically affected the project's inability to adequately fund NEAT+ upgrades and maintenance. Level of delivery: Fully Delivered	
Output 3: Increased ability to conduct humanitarian planning processes with consideration of environmental risks and vulnerability analyses in humanitarian hotspots by national and local humanitarian actors **Performance against Indicator and Target** 1. Number of humanitarian planning processes conducted in humanitarian hotspots with consideration of environmental risks and vulnerability	**During the project timeframe, 21 planning processes (target: 18) conducted in humanitarian hotspots included considerations of environmental risks and vulnerability**. These planning documents covered eight countries and included one cross-cutting mechanism. They included Humanitarian Needs Overviews (Chad, Burundi, Sudan, Yemen), Humanitarian Response Plans (Chad, Burundi, Sudan), Country Based Pooled Funds allocations (Myanmar), Response and Recovery Plan (Equatorial Guinea), Flash Appeal (Haiti), Transitional Framework (Ukraine), and UNDAC Missions (cross-cutting). Former project staff noted that the incorporation of environmental considerations in these documents was one of the most notable project achievements. However, UN agencies led the drafting of all these documents; none were led by or substantially drafted by national or local humanitarian actors. Former project team members stated that during implementation, project staff reviewed Humanitarian Response Plans (HRP) and Humanitarian Needs Overviews (HNO) drafts and provided suggested additions and modifications to incorporate environmental considerations. Project staff also reported that OCHA played a key role in ushering these additions, as drafting coordinator of some of these documents with the broader humanitarian community. Suggested additions and modifications were reportedly shared during humanitarian coordination meetings. However, there is no documentation of these meetings, nor draft HRPs and HNOs containing JEU or OCHA suggestions. According to the	• PIMS progress reports • Interviews with former JEU project team members • Humanitarian Response Plans for Burundi, Chad, Sudan for 2019, 2020 and 2021 • Humanitarian Needs Overviews for Burundi, Chad, Sudan and Yemen for 2021 • OCHA Bata Explosion Emergency and Recovery Plan

	Narrative Assessment	Sources of Information/ Evidence
Target: 18 **Other information, not related to the indicators, that demonstrates Output delivery:**	ProDoc, the project was to convene stakeholders in each of the pilot countries—Burundi, Chad, and Sudan—to discuss how to support the integration of the environmental assessments (Output 1) and piloted tools in humanitarian planning processes, but there is no documentary or testimonial evidence of these meetings. Therefore, testimonial evidence suggests that this Output was delivered in time for OCHA and global humanitarian partners to integrate into planning documents, but there is no evidence of the same timely delivery and utility for national and local actors. A comparison of the 2018 and 2019 HRPs for Burundi, Chad and Sudan shows a significant increase in environmental references in the 2019 report, which is the report the project claimed to have influenced. In fact, the integration of environment considerations increased in frequency and substance over time. For example, the 2018 Sudan HRP makes only one reference to the environment. The 2019 report references the environment six times as a cross-cutting issue and discusses environmentally friendly approaches. By the 2020 and 2021 HRPs, the environment is discussed as a driver of humanitarian crises and is embedded in all sectors as a key cross-cutting issue. Notably, the 2020 and 2021 reports state that Water, Sanitation and Hygiene (WASH) sector partners will adopt environmental approaches that include (1) assessments of the environmental context and potential adverse environmental impact, (2) adaptive implementation of mitigation measures, and (3) enhancing environmental benefits by extending mitigation measures. The planning documents integrated environmental risks considerations by (1) referencing environmental issues as drivers of humanitarian crises, (2) listing approaches that the response will use to address environmental risks or increase sustainability, and in a few cases (3) indicating that the approach will include environmental risk analysis and accompanying mitigation measures. However, the documents varied in strength of environmental consideration, demonstrating varying levels of user ownership by intended users. The Myanmar Humanitarian Fund (MHF) allocation process and the Ukraine Transitional Framework are among the strongest examples of the environment being embedded beyond narrative framing. The MHF	• OCHA Haiti Flash Appeal • Myanmar Humanitarian Fund allocation guidelines for 2020 and 2021 • UN transitional framework for Ukraine • UNDAC Handbook

	Narrative Assessment	Sources of Information/ Evidence
	allocation process now includes language requiring partners to assess climate and environmental risks and identify corresponding mitigation measures as a condition of funding eligibility. The Ukraine Framework declares environmental degradation a key concern, includes environmental indicators in its results framework, and lists UNEP as a partner. In contrast, the Bata Explosion Response and Recovery Plan mentions that the explosions in military barracks in Bata, Equatorial Guinea had an adverse environmental impact and potentially contaminated ground and water sources should be remediated, but it does not integrate environmental cleanup in the response strategy. The most significant shortcoming for this output is the lack of documentation demonstrating the project's influence on the increased consideration of environment in planning documents. Former project staff noted that the JEU's joint structure at times created operational challenges. In particular, the division between UNEP staff responsible for project implementation and OCHA staff responsible for budget management sometimes extended to document storage, with project records split across UNEP and OCHA repositories rather than maintained in a single, unified system. Level of delivery: Partially Delivered	

Figure 3: Example of NEAT+ environmental sensitivity report (Source: Guidance note: What is the NEAT+)



Environmental Sensitivity Analysis

NEAT+
Nexus Environmental Assessment Tool

Assessment of: Test project	Date of Assessment: 21-Dec-20
Assessment completed by: Vathanya	Location: Kabul
Organisation completing assessment: OCHA	Country: Afghanistan

Issues of High Concern	Issues of Medium Concern	Issues of Lower Concern
There is a high concentration and/or number of people. The potential environmental impact is greater.	There may be a weakened or poor governance system. There may be low capacity for environmental management.	The community may have low self-sufficiency. There may be a greater demand (and impact) on the local environment.
The community may not be socially cohesive. This can prevent collective action and lead to social conflict.	The environment has fragile ecosystems. Further assessment is required to determine if loss of biodiversity is accelerating.	The environment has a low regenerative capacity. The effects of land and soil degradation are more significant.
The environment has high biodiversity value. Vulnerable and/or rare flora and fauna may be at risk.	Rates of deforestation may exceed regeneration capabilities. Deforestation may be a risk.	
The community may be close to a protected/conservation area. There may be legal/social implications.	Indoor air pollution, caused by poor ventilation and cooking/heating, may be an issue.	
There are areas of high cultural significance. This can threaten social cohesion.	The area may have poor slope stability. Landslides or mudslides may be a risk.	
The community is close to an international border. Transboundary resource management and/or pollution may be a concern.	This area may be at risk of soil erosion from wind.	
There is a risk of air pollution from nearby activities.	This area may be at risk of flooding.	

Table 14: Organizations reported to be using NEAT+ during project implementation (Sources: PIMS and Workshop/Training Reports).[40]

Date	Event	Organization(s) for which there is evidence of NEAT+ application	Country(ies) where NEAT+ was applied	Main source of evidence
[Reported in] June 2019	NEAT+ pilot	Swedish Red Cross, United Nations High Commissioner for Refugees (UNHCR)	Algeria, Angola, Congo, DRC, Niger, Nigeria	UNEP Programme Information and Management System (PIMS)
September 2019	JEU/NRC joint NEAT+ pilot	Norwegian Refugee Council (NRC)	Uganda	NEAT+ Environmental Scoping Report
October 2019	JEU/NRC joint NEAT+ pilot	NRC	Myanmar	NEAT+ Environmental Scoping Report
November 2019	JEU/UNHCR joint NEAT+ pilot	UNHCR, Acción Contra el Hambre (ACH)	Colombia	NEAT+ Environmental Scoping Report
[Reported in] December 2019	Organizational application of NEAT+	International Federation of Red Cross (IFRC), International Committee of the Red Cross (ICRC)	Not specified	PIMS
[Reported in] December 2019	Organizational application of NEAT+	International Organization for Migration (IOM)	Nigeria	PIMS
January 2020	JEU/Myanmar Humanitarian Fund joint NEAT+ pilot	Solidarités International (among 43 workshop participants, Solidarités reportedly continued using NEAT+)	Myanmar	NEAT+ Environmental Scoping Report; PIMS
[Reported in] June 2020	Organizational application of NEAT+	Lebanese Red Cross, Swedish Red Cross, World Vision	Lebanon	PIMS
[Reported in] June 2020	Organizational application of NEAT+	Groupe URD	Not specified	PIMS
December 2020	JEU/UNHCR joint Urban NEAT+ pilot	UNHCR, United Nations International Children's Emergency Fund (UNICEF), Caritas	Brazil	Urban NEAT+ Proof of Concept Report; PIMS
[Reported in] December 2020	Organizational application of NEAT+	Action Contre la Faim (ACF)	Yemen, Chad, Iraq, Bangladesh, Côte d'Ivoire	PIMS

[40] This table only lists organizations for which there is evidence (from progress or training reports) of NEAT+ usage or application in the field. However, there is evidence that at least 78 humanitarian organizations were exposed to and trained on NEAT+ through workshops, training, and capacity-building exercises.

[Reported in] December 2020	Organizational application of NEAT+	NRC	Tanzania	PIMS
[Reported in] June 2021	Organizational application of NEAT+	IRC, DRC, ACF, Humanity & Inclusion, Tearfund, ALIMA	Not specified	PIMS
[Reported in] December 2021	Organizational application of NEAT+	Action Against Hunger, Humanity and Inclusion	Colombia	PIMS
November 2022	DG ECHO/NRC NEAT+ capacity-building training	NRC, Danish Refugee Council (DRC), Peace Winds Japan, Kenya Red Cross, World Vision	Kenya	NEAT+ Environmental Screening Report Summary; PIMS
November 2022	DG ECHO/NRC NEAT+ capacity-building training	NRC, World Food Programme (WFP), UNHCR	Kenya	NEAT+ Environmental Screening Report Summary; PIMS
December 2022	DG ECHO/NRC NEAT+ capacity-building training	NRC, DRC, Mercy Corps	Iraq	NEAT+ Environmental Screening Report Summary
December 2022	DG ECHO/NRC NEAT+ capacity-building training	NRC	Iraq	NEAT+ Environmental Screening Report Summary
February 2023	DG ECHO/NRC NEAT+ capacity-building training	NRC	Bangladesh	NEAT+ Environmental Screening Report Summary
March 2023	DG ECHO/NRC NEAT+ capacity-building training	NRC, Food and Agriculture Organization of the United Nations (FAO)	South Sudan	NEAT+ Environmental Screening Report Summary
March 2023	DG ECHO/NRC NEAT+ capacity-building training	NRC, IOM	Somalia	NEAT+ Environmental Screening Report Summary
April 2023	DG ECHO/NRC NEAT+ capacity-building training	NRC	Nigeria	NEAT+ Environmental Screening Report Summary
May 2023	DG ECHO/NRC NEAT+ capacity-building training	NRC	Nigeria	NEAT+ Environmental Screening Report Summary

88. There is some evidence of improved understanding of climate and environmental risk in humanitarian hotspots by international, national and local actors. The project met the indicator target of 50 organizations "involved in climate risk and vulnerability analyses in humanitarian hot spots", as 83 local, national and international humanitarian organizations participated in meetings discussing the importance of environmental integration in humanitarian settings. The project did not meet the indicator target of 6 humanitarian institutions that expressed "perceptions of increased ability to address environmental integration in humanitarian settings", as 4 UN agencies expressed increased ability to integrate environmental issues as a result of the project's *climate and environmental risk and vulnerability analyses* in Burundi, Chad and Sudan. The project did not meet the indicator target of 5 government institutions expressing the same increased ability, as there was no documentation of government representations expressing this as a result of the project output delivery. Furthermore, there was little-to-no documentation on how the results of the analyses were utilized by local and national governments.

89. There is evidence of increased consultation, access to and use of tools and guidance materials for integrating environmental issues in humanitarian action by humanitarian decision makers. The project met the indicator of 20 organizations "involved in the development of tools and guidance materials for the integration of environmental considerations in humanitarian action", as least 39 organizations were involved. The EHA project met the indicator target of 550 humanitarian decision makers with "access to and are using project knowledge products, guidance and tools in the promotion of integration environmental considerations in humanitarian settings", as the project and its partners shared these resources with over 2,400 humanitarian decision makers from at least 135 organizations, through numerous events, workshops, and training. At least 23 humanitarian organizations explicitly reported using the NEAT+ screening tool in their humanitarian operations, since the tool was published under this project. Individual tool usage verification was not possible because the project did not establish tracking mechanisms for its most utilized tools: the NEAT+ and EHA Connect. Development of the Urban NEAT+—a more sophisticated and trackable online version of the tool— was not fully complete due to funding shortages.

90. Based on project documents and stakeholder interviews, there is some evidence of an increased ability of international humanitarian actors to plan processes with consideration of environmental risks and vulnerability analyses in humanitarian hotspots. The project met the indicator target of 18 "humanitarian planning processes conducted in humanitarian hotspots with consideration of environmental risks and vulnerability", as 21 humanitarian planning documents integrated environmental risk and vulnerability considerations. However, none of these documents were led or substantially drafted by national or local humanitarian actors. In addition, there is no documentary evidence confirming the project's influence over the integration of environmental considerations in these documents.

4.4.2 Achievement of Project Outcome

91. The table below presents the evaluation's assessment on the nature, depth, and scale of the project's outcome achievement against the indicators and their targets. It includes a discussion on attribution between the project and the outcome level changes.

Table 15: Achievement of project outcome

Outcome:	**Global, national and local humanitarian actors adopt environmental stewardship in humanitarian decision-making**
Performance against Indicators and Targets: 1. Number of country-specific humanitarian planning documents that integrate UNEP's assessment recommendations in humanitarian hotspots ***Target: 18*** 2. Number of people in humanitarian hotspots where there is evidence of improved capacity to manage climate and environmental shocks and risks ***Target: 300,000*** 3. Number of humanitarian actors at global level adopting environmental stewardship tools for humanitarian action ***Target: 12***	**There were 20 country-specific humanitarian planning documents (target: 18) that integrated environmental considerations in humanitarian hotspots**. These documents included 4 Humanitarian Needs Overviews (HNO), 9 Humanitarian Response Plans (HRP), 1 Flash Appeal, 1 Emergency and Recovery Plan, 4 Country-Based Pool Funds Guidelines, and 1 transitional framework. UN agencies led the drafting of all these planning documents; none were led or substantially drafted by national or local humanitarian actors. Further, none of the documents were developed by individual countries as part of their humanitarian planning processes. One project stakeholder noted that individual countries are adopting environmental integration but not in the humanitarian context. These issues are still mostly addressed in National or Local Adaptation Plans. The plans all considered climate and environmental risks and vulnerabilities to various degrees, contextually and operationally. The Burundi HRPs represent strong examples of purposeful environmental integration. The 2019 plan named the UNEP project explicitly, framed deforestation and resource pressures as direct drivers of displacement and vulnerability, and incorporated sector-level operational responses such as improved cookstoves, solar energy, and reforestation. Similarly, the Ukraine Transitional Framework recognized environmental issues as a consequence of war (ecosystem degradation, industrial pollution) and as a driver of recovery, including energy and environment indicators targeting green reconstruction and climate resilience. In contrast, the Chad 2019 HRP offered only a passing reference to climate change among a broader list of risk factors—a gap that was addressed in later planning cycles. Additionally, according to project staff, the project did not conduct the same level of risk assessment in Yemen as it did in Burundi, Chad and Sudan, but it applied the same approach using online and secondary data on the country's oil tanker risks, and this information was included in the 2021 Yemen HNO. According to project reports and former project staff, the project influenced the integration of environmental considerations in these planning documents, including with the support of OCHA, who coordinates the drafting of many of these plans with the broader humanitarian community. However, the evaluation found no evidence of "UNEP's assessment recommendations"

	provided to influence the integration of environmental considerations into these plans (e.g. meeting minutes, emails, drafts). One exception is the 2019 Burundi HRP, which references the EHA project and states that the project "presents an opportunity for the humanitarian community to integrate environmental issues into its interventions". In addition, an OCHA staff member recalls the JEU advocating for the integration of the environment and NEAT+ in the Humanitarian Project Cycle (HPC), including for HRP and cluster environmental markers. **Project reports state that there were at least 363,963 people (target: 300,000) in humanitarian hotspots where there was evidence of improved capacity to manage climate and environmental risks**. While this figure indicates potential scale, the methodology for estimating "improved capacity" was not clearly documented in project documents. Project documentation suggests that "improved capacity" was primarily defined by participation in NEAT+ training or environmental risk analysis workshops. Using this definition, the number of people in humanitarian hotpots may be higher, as the project reports do not include all humanitarian hotspots where the EHA tools were applied, such as in Iraq, Kenya and Nigeria. These three locations account for at least another 240,000 people. Most of the increased capacity was attributed to the application of environmental risk screening via the NEAT+ tool. Only in two instances, increased capacity was associated with the climate and environmental risk analyses generated under output 1. Some NEAT+ training reports describe how the application of NEAT+ identified environmental risks and redirected humanitarian action toward more environmentally sound and sustainable outcomes. For example, the Colombia Maicao reception centre report (November 2019) noted that through the Environmental Sensitivity Module[41] (see example in Figure 3), NEAT+ highlighted key risks in UNHCR programming at the Integrated Assistance Centre in Maicao, Colombia (providing shelter and services to Venezuelan refugees). Some of these risks included water scarcity and poor wastewater management, flooding and soil erosion risks, and reliance on diesel generators. The report notes that NEAT+ findings were incorporated into existing implementation plans and informed the expansion of the centre. Furthermore, at least one documented programming change—a monthly environmental awareness programme on water and solid waste management—was introduced following the assessment's recommendations, demonstrating a direct link between environmental screening findings and operational modifications. **At least 13 humanitarian actors (target: 12) at global level have adopted environmental stewardship tools for**

[41] The NEAT+ includes an Environmental Sensitivity Module that "assesses the sensitivity of the crisis-affected environment, highlighting and categorizing any underlying risks and vulnerabilities to the environment and affected communities. The module consists of a set of simple questions about the local environment and affected area such as camp conditions, profile of displaced population, infrastructure and basic services, climate, natural environment and resources, and socio-economic settings of the affected community" (Source: Guidance Note: What is the NEAT+).

	humanitarian action. This includes at least 10 humanitarian organizations, 1 UN agency, and 2 humanitarian donors. All 13 actors have applied or integrated **NEAT+** into their humanitarian operations. A few, such as NRC, have integrated the tool into their program management cycle. NRC and DG ECHO also stand out as champions on the EHA agenda as they initiated **NEAT+ training** sessions for humanitarian staff. In 2020, DG ECHO published their internal policy on greening of humanitarian aid, outlining the organization's environmental sustainability approach from a donor perspective, and in 2022 it published its *Minimum Environmental Requirements and Recommendations* for EU-funded humanitarian projects. For Water, Sanitation and Hygiene (WASH) and Shelter projects, DG ECHO requires potential grantees to conduct environmental screening, and it mentions NEAT+ as a potential tool. Adoption of environmental stewardship is also evident in organizational strategies, policies, frameworks, operational guidance, internal initiatives, and accountability reports. The organizations vary in their level of commitment. The documentation that most strongly supports the adoption of environmental stewardship are organizational strategies, policies, and guidance that *require* the integration of environment into programming decisions and/or embed *analysis* of the environment into planning tools and processes. For example, the strongest documents are DG ECHO's *Minimum Environmental Requirements and Recommendations* (2023) and *Guidance*, as they make environmental considerations mandatory for EU-funded humanitarian operations, and reference NEAT+ as a best practice. Another example of strong adoption is NRC's *Global Strategy (2022-2025)* which establishes climate and environment integration through risk analysis under a formal Sub-Objective. The International Committee of the Red Cross' (ICRC) *Framework for Integration of Climate Risks into Operations (2023–2025)* provides clear guidance on the integration of climate and environment risk analysis in humanitarian planning. The International Red Cross Federation (ICRF) and Alima also explicitly reference NEAT+ as an environmental screening tool that may be used in humanitarian action planning. The current and past OCHA Under-Secretary-Generals (USG) have identified environment and climate as one of OCHA's top priorities and the agency's 2023 Strategic Plan refers to climate change as one of the primary drivers intensifying the humanitarian context. But while OCHA staff are physically present in crisis zones and do field work, the agency does not implement work on the ground and, therefore, does not use or promote NEAT+ or any other environmental screening tool. There are other humanitarian entities, networks, collective commitments, and platforms that demonstrate that the adoption of environmental stewardship tools has taken firm hold across the global humanitarian sector. This includes the advocacy work of the humanitarian think thank Groupe URD, the continued presence of the EHAN, and the consistent inclusion of

	environmental integration in the annual Humanitarian Networks and Partnerships Week (HNPW) conference. Even more significant, the *Climate and Environment Charter for Humanitarian Organizations* launched in May 2021, has garnered 521 signatory humanitarian organizations—committing them to environmental risk assessments and minimizing environmental damage caused by their operations. Following suit, the *Donor Declaration* was signed by 28 governments in March 2022. Signatory donors commit to supporting the humanitarian sector momentum toward environmental stewardship through, among other things, greater investment in environmental risk analysis. This group of donors has since produced *common donor priority actions*, including the mandatory use of environmental assessment tools such as NEAT+.
Sources of Information /Evidence:	• Project progress reports • Humanitarian planning documents • Interviews with former project staff • Interviews with project and contribution partners • Interview with project beneficiaries • NEAT+ Piloting Country Reports • Burundi and Sudan Climate Vulnerability Assessment Reports • Humanitarian organizations' strategic and programmatic documents and websites
Narrative Assessment:	**The project met the indicator target of 18 country-specific humanitarian planning documents that integrate UNEP's assessment recommendations in humanitarian hotspots**, as there were 20 planning documents. This integration represents a significant step forward in the consideration of environmental issues into humanitarian action. The level of uptake in some plans is notable, such as in Burundi, Chad, and Sudan HRPs, given the clear year-on-year progression. Though the level of importance given to environmental issues and commitment to address them is not consistent across all planning documents; in several cases, climate and environmental vulnerabilities are mentioned but not systematically integrated. What was missing was meaningful uptake at the government level in Burundi, Chad, and Sudan. While the HRPs represent an important step, governments are typically neither the authors nor the coordinators of these plans — they are usually consulted and contribute data and context, but do not lead the process. The evaluation found no government-developed humanitarian plans or processes that integrate environmental risk considerations. Further, it is unclear how the governments utilized the climate and environmental risk and vulnerability analyses under Output 1, and how meaningfully they were involved beyond the inception workshops. Contribution Analysis: There appears to be some level of **association** between the project and the integration of environmental considerations in humanitarian planning documents. OCHA was a key project partner, and former project staff reported that OCHA was able to persuasively communicate

	the importance of climate and environmental risk analysis to humanitarian partners given the agency's coordinating role in drafting HNOs and HRPs. However, a key piece of missing evidence is "UNEP's assessment recommendations" or other evidence demonstrating that these planning documents explicitly reflect UNEP's recommendations. As previously mentioned, there is no documentation available verifying the project's influence, be it meeting notes or draft documents. Moreover, the process for integrating environment considerations in other planning documents (e.g., Flash Appeal, Transitional Framework), and specifically the project's role in influencing this integration, is not clear nor documented. **The project met the indicator target of 300,000 people in humanitarian hotspots where there is evidence of improved capacity to manage climate and environmental shocks and risks**. There was no clear definition of "improved capacity to manage climate and environmental shocks and risks", but project documentation suggests that it was primarily defined by participation in NEAT+ training or environmental risk analysis workshops. The NEAT+ was successfully adopted by the humanitarian sector and, as a result, increased the capacity of many humanitarian decision-makers to manage climate and environmental risks in humanitarian hotspots around the world. The tool was reportedly applied in at least 22 countries by at least 23 organizations, and it is plausible that the resulting actions may have affected hundreds of thousands of people in humanitarian hotspots. The environmental risk analysis workshops were singular events in Burundi, Chad and Sudan. The resulting analytical reports informed UN partners in their implementation of humanitarian solutions in Burundi, Chad and Sudan. However, there is no evidence of national institutions utilizing the information from these workshops and the ensuing reports to consider and manage climate and environmental risks in their respective humanitarian plans. Contribution Analysis: The project appears to have **contributed** to the improved capacity of humanitarian decision-makers to manage climate and environmental risks, under the assumption that this is defined by participation in NEAT+ training. The NEAT+ was developed by the Joint Initiative, which included the JEU and seven other entities. The JEU was the custodian of the NEAT+, and under this project, it played a crucial role in introducing the tool and implementing the first pilot and training sessions. The first pilot took place in Zambia in 2018, prior to the start of this project. Under the EHA project, the JEU conducted additional NEAT+ pilots and trainings in Uganda, Myanmar, and Colombia funded by SIDA. As other organizations, such as DG ECHO and NRC, began conducting subsequent NEAT+ training initiatives, the JEU continued to serve as a source of information, technical assistance, and support under this project. Under JEU's management of NEAT+, according to stakeholders, the tool became a reference tool for environmental risk

	assessment in the humanitarian sector. Furthermore, according to several stakeholders, humanitarian organizations expressed an appreciation for the JEU's management (maintenance, update, and coordination) of the tool and the NEAT+ continues to be in high demand among humanitarian actors. In addition, during project implementation the NEAT+ was a UN Secretary-General's Award finalist in 2019, and it won the IAIA (International Association for Impact Assessment) Institutional Award in 2020. **The project met the indicator target of 12 humanitarian actors at global level adopting environmental stewardship tools for humanitarian action**, as 13 global humanitarian organizations have integrated environmental considerations into their operations in some form and adopted internal organizational strategies or policies formally committing to environmental stewardship and accountability. Of these actors, NRC, DG ECHO, DRC, ICRC, Oxfam, NCA, and ALIMA explicitly reference the systematic use of environmental risk assessments in their own work; some also mention the use of NEAT+. All 13 actors are signatories to the *Climate and Environment Charter*[42]. The subsequent *Humanitarian Aid Donors' Declaration on Climate and Environment*[43] further illustrates the depth of this movement toward environmental stewardship within the humanitarian sector. ECHO's minimum environmental requirements serve as an excellent model for other donors, demonstrating what stewardship looks like from a donor perspective. Environmental considerations are increasingly required by other donors and are no longer a subject of debate. Contribution Analysis: The project appears to have **contributed** to promoting the adoption of environmental stewardship observed on the global humanitarian stage. As a coordinated effort between UNEP and OCHA, the JEU was regarded by the humanitarian sector as the primary actor with a credible mandate to address environmental issues in humanitarian contexts—and it began doing so before environmental considerations were widely recognized by humanitarian organizations, according to various stakeholders. The JEU became a trusted source of information, and humanitarian organizations reported drawing on JEU resources when developing their own environmental policies and documents. According to one project partner, the JEU served as the central reference point for resources, support, and practitioner exchange on environmental issues in humanitarian contexts. According to another project partner, during the project, the JEU was producing a library of resources and projects and advancing the EHA agenda. During the project, under JEU's management, the EHA Connect platform was the primary source of EHA information for the humanitarian community. Several stakeholders interviewed

[42] The Climate and Environment Charter was launched in May 2021 and provides a framework for action, setting out commitments to guide the humanitarian sector in minimizing and addressing environmental crises.

[43] The Declaration was launched at the first European Humanitarian Forum in March 2022 with the aim of galvanising governments and donors and bringing about collective action, given their key role in supporting momentum towards greener humanitarian action.

	shared concern over the loss of EHA Connect (and NEAT+).[44] because it hosted valuable information that humanitarian practitioners relied on. This concern was shared by numerous attendees of the 2026 HNPW conference in March 2026. Another way the JEU engaged humanitarian actors was through the EHAN. The JEU established the EHAN, and during the project timeframe, it hosted this group, regularly convening environmental and humanitarian practitioners to discuss the environment–humanitarian nexus. It brought practitioners together several times a year and at least once annually for broader exchanges. Counterfactual Analysis: While the EHA project has made meaningful contributions to advancing environmental stewardship among global humanitarian actors, it is important to acknowledge that several external factors may have independently driven—or at least accelerated—the observed shifts in institutional attitudes and practices. The escalating frequency and severity of climate-related shocks and disasters that have impacted humanitarian settings globally are increasingly difficult to ignore. Humanitarian fieldworkers have had to face these contexts, and it is logical that organizations face mounting operational pressure to adapt their approaches. At the same time, there has been a rise of other dedicated EHA champions such as Groupe URD and the Réseau Environnement Humanitaire (REH), which promoted the environmental integration agenda for several years before this project. The progressive mainstreaming of climate and environment within the wider UN system and other sectors has also created a strong enabling environment. Global commitments under the Paris Agreement and UNEP-led sustainability initiatives may have encouraged humanitarian actors to align their policies with broader sustainability norms. These external drivers do not diminish the project's contribution; rather, they indicate that the project operated within a broader movement that increased the likelihood of uptake and helped amplify its influence. The evaluation therefore concludes that the observed outcomes are best understood as the result of the project's contribution acting in combination with these wider contextual factors, rather than being attributable to the project alone.
Level of Achievement:	**Partially achieved**

92. The EHA project met or exceeded all three of its outcome-level targets. Twenty country-specific humanitarian planning documents integrated environmental considerations, surpassing the target of 18; at least 363,963 people in humanitarian hotspots showed evidence of improved capacity to manage climate and environmental risks, exceeding the 300,000 target; and 13 global humanitarian actors adopted environmental stewardship tools, against a target of 12. These figures suggest meaningful progress in mainstreaming environmental considerations across

[44] The EHA Connect platform and NEAT+ webpage were shut down in April 2025 because OCHA was no longer able to host and maintain these resources due to agency-wide budget cuts.

the humanitarian sector, with NEAT+ emerging as the primary vehicle for this change — applied in at least 22 countries by at least 23 organizations.

93. Despite meeting numerical targets, the evaluation identified important qualitative limitations. Integration of environmental considerations in humanitarian planning documents was uneven, with climate and environmental vulnerabilities mentioned in some plans but not systematically embedded.

94. There is no substantive documented evidence of the project's influence over the embedding of environmental considerations in these plans. Critically, no government-developed humanitarian plans in Burundi, Chad, or Sudan integrated environmental risk considerations, and national institutions showed little evidence of utilizing the risk and vulnerability analyses produced under Output 1. The methodology for measuring "improved capacity" was also poorly defined, relying primarily on participation in training rather than demonstrated behavioral or operational change.

95. The JEU—as the joint UNEP-OCHA mechanism—likely played a central role in driving the observed changes, serving as the sector's primary credible reference point for EHA resources, technical support, and practitioner exchange. The project's contribution is most evident in NEAT+ uptake and in influencing the institutional policies of key actors such as NRC and DG ECHO. However, attribution is complicated by significant external drivers, including the growing operational pressure from escalating climate-related crises, the influence of other EHA champions such as Groupe URD and REH, and the broader mainstreaming of climate commitments across sectors.

96. Overall, the evaluation found strong evidence that the project advanced the adoption of environmental stewardship among global humanitarian actors and exceeded all three indicator targets. However, evidence of sustained uptake by national and local authorities, together with documentary evidence substantiating the project's contribution to some outcome-level changes, remained limited. Consequently, the outcome is assessed as Partially Achieved

4.4.3 Likelihood of Impact

97. The table below presents the evaluation's assessment of the likelihood of the intended, positive impacts becoming a reality. This was based on an examination of reconstructed Theory of Change at Evaluation, and utilizing the EOU excel-based tool, 'Likelihood of Impact Flow Chart".

Table 16: Likelihood of impact

Factors influencing likelihood of impact	**Assessment**	**Justification**
Drivers to support transition from Outputs to the Project Outcomes	**Partially in place**	
D2: Increased involvement of local actors to provide meaningful context of local dependence on natural resources, including gender, age and protection	Partially in place	The inception workshops in Burundi, Chad and Sudan included local actors who, according to workshop reports, participated in discussions on the socio-environmental contexts of the targeted humanitarian sites. However, the reports are not detailed enough to verify if they

Factors influencing likelihood of impact	Assessment	Justification
elements related to environmental risks		contributed information on gender, age or other key factors.
D3: Environmental assessment tools are linked to the Humanitarian Programme Cycle or other humanitarian M&E	Not in place	The project contributed to the integration of environmental considerations in HNOs and HRPs, but there is no evidence that environmental assessment tools are systematically linked to any aspect of the HPC.
D4: Inclusion of women and a consideration of gender specificities through project implementation	Partially in place	Women were included in project implementation, for example as participants in workshops and meetings. But gender considerations were only marginally included in the climate and environmental risk and vulnerability analyses and in the NEAT+.
D5: Inclusion of vulnerable and marginalized groups, as appropriate, throughout project implementation	N/A	The project focused on changing the capacity and behavior of humanitarian actors and decision-makers.
D6: Institutional buy-in and commitment from OCHA, donors and lead humanitarian agencies to promote and actively support environmental integration	In place	Lead humanitarian agencies such as OCHA, UNHCR, NRC, DG ECHO, and Group URD demonstrated commitment during project implementation, including by promoting the EHA agenda and tools, and taking on additional project initiatives, such as translating the NEAT+ and developing the Urban NEAT+.
D7: Tools remain easy to use and maintain (especially NEAT+'s digital architecture)	Partially in place	Humanitarian organizations have reported that the NEAT+ is relatively easy to use. The rural/original NEAT+ is relatively easy to maintain because it's Excel-based, but it requires costly updating and a host. The Urban NEAT+ is more complex and expensive to maintain.
D8: Tools include the mechanisms to analyse and incorporate information by gender	In place	The rural NEAT+ includes a limited number of questions on gender. The urban NEAT+ includes a larger set of gender-related questions.
Assumptions for the change process from Outputs to Project Outcomes	**Partially hold**	
A1: Humanitarian actors are willing to integrate environmental considerations despite the persistent challenges of saving lives	Hold	Per stakeholder interviews, humanitarian actors generally are willing to integrate environmental considerations. There are obstacles such as funding, but the willingness remains.
A2: Adequate quality data available to build a convincing evidence base for the environment to be	Hold	Per stakeholder interviews and documentation, there was sufficient quality data to develop the climate and environmental risk and

Factors influencing likelihood of impact	Assessment	Justification
integrated in humanitarian crisis response		vulnerability analyses and to inform EHA Connect resources.
A4: National and local partners remain engaged and see value in focusing on environmental actions amid competing priorities	Do not hold	National and local partners were actively involved in the early stages of the project (e.g. engaged during the inception workshops), but there is no evidence that they remain engaged after the initial meetings.
Proportion of **Project Outcomes** fully or partially achieved	**All**	The project's sole outcome was partially achieved (see Table 14).
Drivers to support transition from Project Outcomes to Intermediate States	**Partially In place**	
D1: Environmental policies and safeguards are being considered for humanitarian operators	In place	Humanitarian organizations are developing internal environmental policies and safeguards, as well as collectively committing to environmental stewardship through the Climate Charter and Donor Declaration (see Table 14 for more information).
D3: Environmental assessment tools are linked to the Humanitarian Programme Cycle or other humanitarian M&E	Not in place	The project contributed to the integration of environmental considerations in HNOs and HRPs, but there is no evidence that environmental assessment tools are systematically linked to any aspect of the HPC.
Assumptions for the change process from the Project Outcomes to Intermediate States	**Partially hold**	
A1: Humanitarian actors are willing to integrate environmental considerations despite the persistent challenges of saving lives	Hold	Per stakeholder interviews, humanitarian actors generally are willing to integrate environmental considerations. There are obstacles such as funding, but the willingness remains.
A3: Donors maintain or increase adequate funding to support the integration of environmental considerations in humanitarian actions	Partial	Some donors, such as DG ECHO and other signatories to the Donor Declaration are supporting the integration of the environment in humanitarian action. However, funding for the humanitarian sector dropped by about 23 percent from 2024 to 2025.[45]
A4: National and local partners remain engaged and see value in focusing	Do not hold	National and local partners were actively involved in the early stages of the project (e.g. engaged during the inception workshops), but

[45] OECD, "A historic decline in foreign aid: Preliminary 2025 ODA data", 9 April 2026

Factors influencing likelihood of impact	Assessment	Justification
on environmental actions amid competing priorities		there is no evidence that they remain engaged after the initial meetings.
Proportion of **Intermediate States** achieved	**Some**	
1. Reduction in the drawing down of local natural resources by short-term humanitarian interventions (reduced environmental footprint)	Likely	Numerous humanitarian actors have begun actively pursuing a reduction of their environmental footprint. UNHCR's Refugee Environmental Protection (REP) Fund which invests in reforestation and clean-cooking programs in refugee camps, is one example of these pursuits.
2. Reduced human exposure and vulnerability to hazardous environmental impacts, supporting the humanitarian 'do not harm' principle	Moderately likely	The evaluation reviewed humanitarian organizations' websites and did not find direct references to environmental consideration in "do not harm" principle discussions. However, they did include environmental commitments in separate "sustainability" or "environmental policy" pages.
3. Reduced human insecurity and forced displacement through improved integration of environmental risk management in humanitarian action	Highly unlikely	Integration of environmental risk management in humanitarian action is still not a mainstream process. In addition, the limited scale and duration of the project is unlikely to have had a big enough impact to reduce human insecurity and forced displacement.
4. Increased institutionalization of environmental integration across humanitarian planning and decision-making systems	Achieved	Environmental considerations are being integrated into HNOs and HRPs. Humanitarian organizations are developing internal environmental policies and safeguards, as well as collectively committing to environmental stewardship through the Climate Charter and Donor Declaration.
Drivers to support transition from Intermediate States to Impact	N/A	
Assumptions for the change process from Intermediate States to Impact	**Partial hold**	
A1: While humanitarian actors focus on saving lives, persistent challenges of saving livelihoods in humanitarian hotspots are not being ignored	Hold	Per stakeholder interviews, humanitarian actors generally are willing to integrate environmental considerations. There are obstacles such as funding, but the willingness remains.
A2: Adequate quality data available to build a		Per stakeholder interviews and documentation, there was sufficient quality data to develop the

Factors influencing likelihood of impact	Assessment	Justification
convincing evidence base for the environment to be integrated in humanitarian crisis response	Hold	climate and environmental risk and vulnerability analyses and to inform EHA Connect resources.
A3: Donors maintain or increase adequate funding to support the integration of environmental considerations in humanitarian actions	Partial	Some donors, such as DG ECHO and other signatories to the Donor Declaration, are supporting the integration of the environment in humanitarian action. However, funding for the humanitarian sector dropped by about 23 percent from 2024 to 2025
A4: National and local partners remain engaged and see value in focusing on environmental actions amid competing priorities	Do not hold	National and local partners were actively involved in the early stages of the project (e.g. engaged during the inception workshops), but there is no evidence that they remain engaged after the initial meetings.

98. The EHA project results chain made reasonable progress but was affected by numerous challenges, including gaps in the drivers and assumptions needed to transition between results. The project outputs were partially delivered, and the drivers and assumptions leading to the project outcome were also only partially in place. Key drivers and assumptions in place included strong institutional buy-in from humanitarian organizations and the availability of quality data to power tools like the NEAT+. However, other key features were missing. For example, assessment tools were not fully linked to the HPC, local actor engagement was limited, as were gender considerations. Inevitably, the project outcome was only partially achieved.

99. The causal pathway toward the intermediate states and ultimately impact was increasingly uncertain. Only one of the four intermediate states—increased institutionalization of environmental integration across humanitarian planning and decision-making systems—can be considered achieved, evidenced by the Climate and Environment Charter, the Donor Declaration, and the integration of environmental considerations into HNOs, HRPs, and organizational strategies. The remaining intermediate states are either partially achieved or not achieved, with no evidence yet of reduced human insecurity or forced displacement attributable to improved environmental risk management in humanitarian action.

100. While some assumptions and drivers leading from outcome to intermediates states, and intermediate states to impact were in place, others did not materialize. On the positive side, the humanitarian sector's willingness to adopt environmental stewardship remained, including through the adoption of policies and public commitments. The most significant obstacles are the declining funds for humanitarian operations and the limited local stakeholder engagement. The evaluation did not find any evidence of unintended negative effects of the project, especially on disadvantaged groups.

Findings Statements on Effectiveness*:*

101. The EHA project credibly contributed to shifting humanitarian institutional norms toward environmental stewardship at the global level, but this has not

translated into systematic operational change, and the project's influence is poorly documented, creating an evidence gap that undermines attribution and limits accountability.

102. The absence of key project documentation and limited beneficiary perspectives reduced the strength of evidence available for validating certain outcome-level conclusions.

103. The project's results were heavily concentrated at the global and UN agency level, with minimal meaningful engagement of national and local actors.

104. NEAT+ was one of the project's most significant and far-reaching achievements, becoming the humanitarian sector's primary environmental screening tool—but its long-term sustainability is now at serious risk.

Rating for Effectiveness: Moderately Satisfactory

Rating for Availability of Outputs: Moderately Satisfactory

Rating for Achievement of Project Outcomes: Moderately Satisfactory

Rating for Achievement of Likelihood of Impact (Use 'Likely' scale): Moderately Likely

4.5 Financial Management

4.5.1 Adherence to UNEP's Financial Policies and Procedures

105. The EHA project had two funding streams: BMU-IKI and SIDA. The SIDA funds were managed by UNEP and the BMU-IKI funds by JEU.

106. The UNEP Fund Management Officer (FMO) was responsible for the financial management tasks related to SIDA funds. The FMO reported conducting regular analysis of the project expenditures against the budget and workplan, in coordination with the project team. The FMO was also responsible for submitting regular expenditure reports. However, this was done at the corporate level, not at the project level because SIDA is a corporate donor. UNEP gets one big lump sum from SIDA, and allocates different amounts to different units, including JEU. The amount that JEU received was minimal, therefore, expenditure reports were generated and submitted at the corporate level.

107. It was not possible to verify the management of the BMU-IKI funds as the Head of JEU was not available for consultation. Furthermore, project reports and stakeholder interviews noted that the division of responsibility was challenging as UNEP staff were nominally in charge of project implementation, but budget management of IKI funding was under the responsibility of the Head of the JEU (e.g. OCHA staff). This reportedly complicated accountability issues.

108. There were also delays in payments to partners. According to the FMO and the Sudan national consultant, payments to the national consultant were timely. However, project reports describe delays in UNEP finances processes that impacted project implementation, especially related to making payments to national authorities, UN agencies, and other partners. One project partner interviewed described a payment for a specific service that was delayed by up to one year. Additionally, multiple stakeholders interviewed reported that funding was a constant concern, affecting staff contracts and continuity, and eventually affecting project performance.

109. According to the FMO, financial records, and formal project revisions, expenditures were within the approved annual budget, and budget revisions were made on three occasions when the project received funding from SIDA. Based on the available evidence, there was no indication of financial irregularities or non-compliance with UNEP financial policies and procedures,

4.5.2 Completeness of Financial Information

110. The evaluation had access to the project's high-level budget, including by funding source, for secured and unsecured funds. It also had access to the legal agreements, including amendments, for the IKI-funded project. However, the SIDA funding was allocated to JEU from the annual contribution that UNEP receives as lump sum to fund various initiatives.

111. The evaluation was not provided with a disbursement document for funds transferred from SIDA and IKI to UNEP. The project expenditure sheet did not contain annual figures, only expenditures to date. According to the FMO, UNEP did not maintain records of in-kind contributions from UNEP, OCHA, or the Regional Offices for this project. While these gaps limited assessment of some financial transactions and cost-effectiveness, the available information was sufficient to support accountability and the overall financial management assessment.

Table 17: Financial management

Financial management components:		**Rating**	**Evidence/ Comments**
1. Adherence to UNEP's/Donor's policies and procedures:		**MS**	
Any evidence that indicates shortcomings in the project's adherence[46] to UNEP or donor policies, procedures or rules		Yes	There were delays in payments to partners.
Was first disbursement carried out within 9 months of UNEP's project approval date.		Yes	
Were the procurement policies of UNEP and the donor(s) followed? *(where applicable)*		N/A	
2. Completeness of project financial information[47]:			
Provision of key documents to the evaluator (based on the responses to A-H below)		**MS**	
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes	Budget summary at design includes all planned funding sources by year. However, the project expenditure sheet did not contain annual figures, only expenditures to date.
B.	Revisions to the budget	Yes	Four formal project revisions documented revisions for the budget and included updated budget summaries.
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes	Includes the signed contract with BMU for the IKI-funded part of the project, alongside WFP, UNHCR and UNICEF. The SIDA funding was allocated from the annual contribution UNEP receives as lump sum to fund various initiatives.
D.	Proof of fund transfers	No	The evaluation did not receive disbursement documents (funds transferred) from IKI and SIDA to UNEP.

[46] If the evaluation raises concerns over adherence with policies or standard procedures, a recommendation maybe given to cover the topic in an upcoming audit, or similar financial oversight exercise.
[47] See also document 'Criterion Rating Description' for reference.

Financial management components:		Rating	Evidence/ Comments
E.	Proof of co-financing (cash and in-kind)	N/A	According to the FMO, UNEP does not maintain records of in-kind contributions to JEU projects. According to the Fund Management Officer (FMO), co-financing was mainly in-kind for staff being funded by other sources such as Environment Fund and these are predetermined by percentage.
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	Yes	The evaluation has a summary report of the project's expenditure by budget lines.
G.	Copies of any completed audits and management responses *(where applicable)*	N/A	According to the project team, there was no audit for this project, but UNEP is being audited annually by the Board of Auditors which covers all UNEP projects.
H.	Procure documents[48], including the approved requisition document and Source Selection Plan *(where applicable)*	N/A	
I.	Any other financial information that was required for this project (list):	N/A	
Overall rating		**MS**	

Findings Statements on Financial Management:

112. There was no evidence of non-compliance with UNEP financial policies and procedures. Despite some implementation challenges, the available financial information was sufficient to assess overall financial management.

113. Documentation gaps limited verification of some financial transactions and assessment of cost-effectiveness but did not undermine the overall financial management assessment.

Rating for Financial Management: Moderately Unsatisfactory

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

Rating for Completeness of Financial Information: Moderately Satisfactory

4.6 Efficiency

114. Output 1 was delivered within the original timeframe and budget. Under a USD 223,000 grant, the project conducted baseline reviews, inception meetings, risk analyses, and technical workshops. The activities were completed by June 2020, in line with the original timeline, even with external delays that affected the hiring of the national consultants.

115. The project had three extensions, two were cost extensions and one was a no-cost extension that cumulatively extended the project by 2 and a half years (see Table 17). All three extensions were related to Output 2. The first two extensions (in December 2020 and 2021) extended the project by 2 years but added a total of USD 260,000 additional SIDA funding to the project in support of NEAT+ activities under

[48] Relevant for procurement action over USD 10,000 in value.

Output 2.[49]. The third, and final, extension approved in November 2022 extended the project by 6 months without additional funding to allow for improvement of the NEAT+ and support for humanitarian organizations. The extensions were justified by the evolving scope of and demand for NEAT+, especially the first two as they included additional funds to support tool development and technical support. The final six-month extension is not justified on these grounds, but it supported the continued delivery of technical support to humanitarian partners.

Table 18: Project extensions

Type of project extension (cost/no-cost)	Duration (months)	Reason for extension
Cost extension (signed December 2020)	12 months	Additional funds to support NEAT+ development and usage
Cost extension (signed December 2021)	12 months	Additional funds to support NEAT+ development and usage
No-cost extension (signed November 2022)	6 months	To advance the NEAT+ tool and continue to deliver technical support to humanitarian partners with the tool.

116. There is not enough information about Output 3 to adequately assess cost-effectiveness and timeliness. Former project staff state that project staff and consultants provided technical assistance to integrate environment in humanitarian planning documents, but there is no documentation to discern the scope of activities produced and delivered, and timeframes.

117. The EHA project leveraged its pre-existing networks to increase productivity. For example, the project worked with its partners from the Coordination of Assessments for Environment in Humanitarian Action Joint Initiative and the EHAN to promote the tools and guidance under Output 2 delivery. Members of the Joint Initiative were key partners in the development and promotion of EHA material, including through joint webinars and international conference presence. Moreover, members of the EHAN became the key target and beneficiaries of many of these resources, as well as supporters.

118. Facing staffing and financial challenges, the project partnered with and supported other organizations that were championing the EHA agenda, such as UNHCR, NRC and DG ECHO. As the project was coming to an end, DG ECHO and NRC began conducting NEAT+ screenings and assessments, and JEU supported that process through technical assistance.

119. The EHA project was able to minimize its environmental footprint by conducting several workshops and training virtually. This was primarily as a result of the COVID-19 pandemic. During this time, the project also shifted to using technology, satellite imagery, and open-source data to continue delivering Output 1 when it was not possible for team members and consultants to conduct research and meetings in person.

[49] The project's first formal revision in August 2019 added USD 200,000 SIDA funding to the project—the initial SIDA contribution—to support the scope of work under Output 2, without extending the life of the project.

Findings Statements on Efficiency:

120. Output 1 was delivered efficiently, and Output 2 required significant extensions that reflect both growing demand for NEAT+ and increased donor interest.

121. The project demonstrated cost-effectiveness through strategic partnerships, but Output 3 lacks sufficient documentation to assess its efficiency.

Rating for Efficiency: Moderately Satisfactory

4.7 Monitoring and Reporting

4.7.1 Monitoring of Project Implementation

122. The EHA project had a detailed monitoring plan. However, the project's collection of monitoring data was inconsistent with the details in the plan. For example, based on the plan details for Output 1, the project collected the climate and environmental risk and vulnerability analyses but did not consistently collect lists of workshops participants nor participants surveys on their perceived capacity to integrate environmental issues in humanitarian response. Based on the plan details for Output 2, the project collected field testing reports but did not collect recorded use of tools such as NEAT+ and guidance material, nor website user statistics for EHA Connect. Based on the plan details for Output 3, the project collected humanitarian planning documents but not workshop reports. Based on the plan details for the project Outcome, the project collected humanitarian decision-making documents, but not minutes of meetings where decisions were made by institutional authorities. These were critical data collection sources that were overlooked and compromised project accountability.

123. The evaluation confirmed that tracking mechanisms for many of these data were not in place during project implementation. For example, former project staff reported that surveys were not collected after workshops or trainings, and that participant's feedback was only qualitatively assessed during workshops. Project staff also confirmed that usage of NEAT+ was also not tracked because it was not possible to track the usage of a downloadable tool. This lack of systematic tracking undermined both adaptive management and outcome monitoring. On adaptive management, the project did not collect participant feedback on the climate and environmental risk and vulnerability analysis workshops, making it impossible to assess local and national actor buy-in and subsequently adjust programming to strengthen their engagement. On outcome monitoring, limited data on NEAT+ usage prevented the project from measuring the full extent to which humanitarian organizations had improved their capacity to manage climate and environmental risks after using the tool.

124. In addition, any monitoring data collected was not disaggregated by gender or other marginalized group, even though this was present in the monitoring plan as part of the data collection under Output 1. There was also no reference to a monitoring budget.

4.7.2 Project Reporting

125. Regular progress reports were entered into UNEP's Programme Information and Management System (PIMS). The information provided is substantial, covering most reporting periods and all outputs and the outcome. Some information is missing such as the "means of verification" for interim progress. But overall, the narrative and

accompanying quantitative data reported presents a reasonable project trajectory, and it is generally consistent with available evidence.

126. The information reported was not disaggregated by gender or other marginalized groups.

Findings Statements on Monitoring and Reporting:

127. Monitoring implementation fell short of the project's own plan.

128. Project reporting was substantive but incomplete.

Rating for Monitoring and Reporting: Moderately Satisfactory

Rating for Monitoring of Project Implementation: Moderately Unsatisfactory

Rating for Project Reporting: Satisfactory

4.8 Sustainability

4.8.1 Socio-political Sustainability

129. The EHA project results are highly dependent on a supportive socio-political environment. Substantive integration of environmental considerations in humanitarian action necessitates ownership and commitment of global actors, and ideally national governments.

130. There is currently a high level of commitment from the humanitarian sector to the EHA agenda. According to multiple stakeholder interviews, humanitarian organizations have expressed concern over the loss of JEU and the EHA materials, as critical resources for the integration of environmental issues in humanitarian action. The 2026 HNPW conference in March 2026 included various EHA-related sessions, including on the future of NEAT+. The EHAN held its annual in-person meeting during the conference, and members also expressed strong concern over the loss of the EHA Connect, and the future of NEAT+ and EHAN as a unique information sharing platform. Additionally, as noted previously, to date 521 humanitarian organizations have signed the Climate Charter, committing to considering and addressing environmental risks in their operations. The Donor Declaration further solidifies the expressed commitment by key stakeholders. However, donor commitment has yet to translate into concrete widespread action. Another missing piece in the socio-political context is the commitment of national governments. However, the environment-humanitarian nexus is not a mainstream issue for many countries.

4.8.2 Financial Sustainability

131. The EHA project results are also highly dependent on future funding for the benefits to be sustained. Successful execution of the EHA agenda requires a supportive active network (e.g., EHAN), tools and materials (e.g. EHA Connect and NEAT+), and donor support; all contingent on steady flows of funds.

132. Limited amounts of funding have been secured to sustain the project results. DG ECHO remains committed to environmental stewardship in its funded projects and is steadfast in its financial support for continued NEAT+ training. However, the financial outlook for humanitarian funding is not as positive. Across the board cuts

have affected environmental and humanitarian projects. The dissolution of JEU is an example of the impact that financial cuts have had within the UN system. In addition, the EHA Connect and NEAT+ websites were removed as OCHA was no longer able to host them due to budget cuts, and there is currently no funding to reinstate them. Before its closure, USAID was funding the upgrading of NEAT+ and was one of the tool's biggest proponents and financial backers. Furthermore, the project had no documented exit plan.

4.8.3 Institutional Sustainability

133. The EHA project results are also highly dependent on a robust institutional framework that may include an active network of practitioners, robust policies or agreements, and binding donor requirements. A strong framework is necessary because the severity of the humanitarian sector's mandate to save lives and alleviate livelihoods can be all-encompassing, leaving no space for other concerns.

134. The most significant factor impacting institutional sustainability is that the JEU no longer exists in its original form. Due to budget cuts, OCHA and UNEP had to reduce their capacity to staff the JEU. In its place, a new unit termed the Joint Environment Team (JET) with partial capacity from both agencies is being formed and defined with the current singular mission of conducting environmental emergency response—the JEU's original objective. With the loss of JEU as an agent of EHA work, resources like the EHAN, EHA Connect, and NEAT+ no longer have a custodian and host.

135. The EHAN is perceived by humanitarian organizations as essential for the EHA agenda to continue and progress, because of its expertise, convening function, tool hosting, and support. The mechanism for this network is available, but there is no clear institutional host, following the dissolution of JEU. As mentioned in Section 4.4. Effectiveness, many humanitarian organizations have developed internal humanitarian greening policies and hundreds have signed on to the Climate Charter. Furthermore, DG ECHO and other donors have instituted minimum environmental requirements or other stipulations to advance the integration of environment in humanitarian action. In addition, DG ECHO and NRC are continuing efforts to build capacity among humanitarian practitioners for conducting environmental assessment using NEAT+.

Findings Statements on Sustainability*:*

136. Socio-political commitment from the humanitarian sector is strong but there is little ownership and commitment from government stakeholders.

137. Financial sustainability, needed to uphold and further the EHA agenda, is seriously at risk due to across-the-board funding cuts for environmental and humanitarian programming.

138. An institutional framework exists, specifically within the EHAN, but with the dissolution of JEU, it now lacks a clear home.

Rating for Likelihood of Sustainability (*use 'Likely' scale*): Moderately Unlikely

Rating for Socio-political Sustainability: Likely

Rating for Financial Sustainability: Moderately Unlikely

Rating for Financial Sustainability: Moderately Likely

4.9 Factors Affecting Performance and Cross-Cutting Issues

4.9.1 Quality of Project Management and Supervision

4.9.1.1 UNEP/Implementing Agency:

139. UNEP's Conflict and Disaster Branch was the implementing agency, but some of its staff were assigned to the JEU, and therefore, they also composed the executing agency. The project was originally under the Policy and Programme Division, but in February 2020, it was one of 57 UNEP projects transferred to the Disasters and Conflict Branch. The ProDoc and each of the formal project revisions list a different Supervisor of the UNEP Project Manager. The project also underwent a lot of staff turnover, and loss of staff. Moreover, the project never really established a Project Steering Committee. Despite all these shortcomings, staff members were properly equipped to carry out the project activities and the transfer of information and processes between outgoing and incoming staff was appropriate.

4.9.1.2 Partners/Executing Agency:

140. JEU's UNEP/OCHA hybrid governance generated some challenges during implementation. UNEP staff were responsible for project implementation, while the Head of JEU was within OCHA, and was responsible for overall project and financial management. Despite it being a joint venture, there was a disconnect between implementation and accountability. Project documentation was in UNEP's PIMS, Financial management was in OCHA's systems, and both agencies lacked access to each other's systems. In addition, stakeholders reported that OCHA provided minimal project implementation support beyond coordination, in part because it did not receive cost recovery.

141. The JEU had multiple project managers and staff throughout the course of the project. The constant staff turnover and limited managerial supervision created an unstable implementation context. Nonetheless, staff during their tenure remained committed to effective output delivery.

4.9.2 Stakeholders' Participation and Cooperation

142. The EHA project started with a strong stakeholder analysis, assessing the various levels of interest and influence over the project. During implementation, the project team made strong efforts to engage the various stakeholder groups with mixed effectiveness. The most effective consultation was with humanitarian organizations in relation to the EHA tools and guidance. Numerous humanitarian organizations participated in workshops, webinars, and training on NEAT+ and on the EHA agenda generally. Those that participated in NEAT+ piloting were key in providing feedback for tool improvement.

143. Stakeholder participation started strong with regards to the climate and environmental risk and vulnerability analyses in Burundi, Chad and Sudan. With the support of country offices, the project was able to reach many critical local and national stakeholders and 125 of them attended the initial inception meetings. According to project reports, the same stakeholders were invited to attend the technical workshops, following finalization of the vulnerability analysis reports, to discuss the results and next steps. Reportedly, 42 stakeholders attended that workshop in Burundi, but there is no documentation of the stakeholder participation rate in Chad and Sudan.

4.9.3 Responsiveness to Human Rights and Gender Equality

144. The project's consideration of gender equality is addressed in Section 4.4.1 on Outputs 1 and 2 (page 28 and 32) and Section 4.7 on Monitoring (paragraph 108) in this report. In summary, the project included women in its meetings and workshop and minimally considered gender differences in the climate and environmental risk and vulnerability analyses as well as in the collection and analysis of date within the NEAT+ tool.

4.9.4 Environmental and Social Safeguards

145. No environmental and social safeguard issues were identified at project design, and none emerged during project implementation.

4.9.5 Country Ownership and Driven-ness

146. Country ownership and driven-ness is addressed in Section 4.4.1, especially on page 27, and paragraphs 76, 78, and 88 in this report. In summary, country government representatives were initially engaged under Output 1, including as speakers advocating for increased environmental consideration in humanitarian action during the inception meetings and at the 2019 HNPW. However, after these events, there is not any evidence that the Burundi, Chad and Sudan ministries of environment took a leadership role in advancing the project, including integrating environmental issues within their respective humanitarian plans.

4.9.6 Communication and Public Awareness

147. Communication activities were well-targeted toward key audiences, and these issues are addressed in Section 4.1.1 and 4.8 of this report. In summary, under Output 1, the resident coordinators and country offices helped communicate with key stakeholders to secure their participation in inception meetings, and these inception meetings included presentations on the integration of environmental considerations in humanitarian response to enable resilience building and improve the efficiency and quality of humanitarian action. Under Output 2, the project frequently communicated with the key audience, humanitarian organizations, including through regular EHA meetings, workshops, webinars, focused trainings, and conferences. This communication was frequently interactive, responsive, and effective about the importance of the EHA agenda.

Findings Statements on Factors Affecting Performance and Cross-Cutting Issues*:*

148. The co-management of JEU created challenges, such as disconnect between implementation and financial management, that were not adequately addressed during implementation and constrained effective oversight. In addition, significant staff turnover, including multiple project managers, undermined project stability, although staff commitment partially offset these risks.

149. Stakeholder engagement was strongest with humanitarian organizations around the EHA tools, but country-level ownership was not sustained beyond initial activities.

150. Gender mainstreaming was minimal, limited to ensuring women's participation in meetings and workshops and basic consideration of gender differences in analyses.

151. Country ownership remained shallow throughout project implementation.

152. Communication activities targeted humanitarian organizations well.

Rating for Factors Affecting Performance and Cross-Cutting Issues: Moderately Satisfactory

Rating for Quality of Project Management and Supervision: Moderately Satisfactory

Rating for Stakeholders Participation and Cooperation: Satisfactory

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

Rating for Environmental and Social Safeguards: Not rated

Rating for Country Ownership and Driven-ness: Moderately Unsatisfactory

Rating for Communication and Public Awareness: Satisfactory

5 CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

153. Overall, the EHA project performed at a **Moderately Satisfactory** level. The project reflected the Environment and Humanitarian Action (EHA) workstream of the JEU. The JEU began as a coordinate effort between UNEP and OCHA to respond to environmental emergencies. Over the years, the JEU began receiving requests from members state for assistance with integrating environment issues in crisis response. The JEU solidified its EHA portfolio under this project, with the support from the BMU-IKI funding for the collaborative project in Burundi, Chad, and Sudan and the SIDA funding for NEAT+. The project obtained a moderately satisfactory rating primarily because its engagement of stakeholders was strong, but uptake of outputs was inconsistent or not adequately documented.

154. The strongest performing aspects of the project were in raising awareness of the importance of integrating environmental issues into humanitarian action through effective communication and leveraging cost-effective and strategic partnerships. Comparative weaknesses were apparent in monitoring as there was no evidence of a monitoring budget and the project did not follow the monitoring plans collection methods; as well as in the governance and supervision of the project as there were multiple changes in supervision, limited institutional support from OCHA, and no functioning full-project steering committee. Another major weakness was the absence of an exit plan to help sustain the project results.

155. The project's main achievements were related to enhancing the scale and depth of environmental stewardship among global humanitarian actors—part of the project's intended outcome. The project reached hundreds of humanitarian organizations with the EHA message, introducing the environment-humanitarian nexus as essential to improving the efficiency and quality of humanitarian action in some cases (e.g., through inception workshops) and reinforcing this message in others (e.g., EHAN meetings and EHAN Connect).

156. The EHA Connect platform and the NEAT+ were the project's critical achievements. Humanitarian practitioners praised the EHA Connect for its presentation of environmental information that was accessible and supportive in the mainstreaming of environmental considerations into their work. During project implementation, the NEAT+ gained widespread acceptance and adoption by the humanitarian sector. The NEAT+ is currently the most widely used environmental screening tool by the sector and is referenced in significant guidance such as DG ECHO's minimum environmental requirements. Another notable achievement is the incorporation of environmental considerations in humanitarian plans coordinated by UN agencies, such as the certain HRPs and the UNDAC handbook. The achievements were brought about largely by well-coordinated communication plans (see Section 4.4.1 and paragraph 130) and leveraging strategic partners to assist with the execution of those plans (see Section 4.4.1 and paragraph 103).

157. The sustainability of the project is rated at the Moderately Unlikely level. The main features that support the sustainability of the benefits brought by the project are the humanitarian sector's continued interest and commitment to environmental integration, as evidenced by the Climate Charter and the Donor Commitment. The institutional framework necessary to sustain the project results are also in place, albeit with some uncertainty now that JEU has been dissolved. Now that buy-in has

been built around the EHA agenda, continued capacity building is essential for sustaining the impact of the project. Fortunately, donors and organizations—such as NRC and DG ECHO—have recognized this need, and several initiatives have focused on training and capacity building around NEAT+. The major limitation to sustaining the project's achievements is funding constraints. The humanitarian and environmental sector have suffered catastrophic cuts, as noted with the termination of USAID, a big proponent of updating the NEAT+, and impact to UNEP and OCHA, which led to the dissolution of JEU.

158. The EHA project had shortcomings related to the inconsistent and undocumented uptake of outputs that led to its 'Moderately Satisfactory' rating. The project did not mobilize national and local ministries the same way it did global actors. The intention was there, especially with regards to Output 1, but it did not materialize in the integration of environmental issues in country-led and implemented humanitarian planning documents, nor in their uptake of NEAT+. The project also did not capture national and local stakeholders' perceptions of their level of understanding and capacity to integrate environmental issues following project outputs. Therefore, this remained a missed opportunity to engage a key audience, as national governments are critical partners in national-level crisis response. Similarly, the project did not capture precise usage of EHA Connect and NEAT+. This was also a missed opportunity to track project reach and progress. These shortcomings were partly as a result of low staff capacity and high turnover, which were inextricably linked to JEU funding shortages. The development and maintenance of Urban NEAT+ was also affected by funding shortages, and it currently remains unavailable due to funding issues.

159. Lastly, the project did not contribute significantly to gender equality. Women were included in project meetings and workshops, but gender considerations were minimally incorporated in project deliverables, such as the climate and environmental risk and vulnerability analyses or in the data collection and analyses of the NEAT+, even though this was intended in the project design.

160. The EHA project's contribution to the EHA agenda was substantial but suffered from inadequate project document management and monitoring and tracking processes. This was a result of the project team not documenting or storing critical information documenting that could establish verifiable attribution of UNEP's influence on project results. The team also did not adequately follow the approved monitoring plan to ensure tracking of project progress and accountability.

161. It is difficult to discern the exact impact that the EHA project had on the increased adoption of environmental stewardship among global humanitarian actors, at a time when environmental and climate crises have become more severe, increasing pressure on humanitarian organizations to address environmental impacts. However, the project added great value at a time when these issues were gaining traction by delivering valuable and accessible resources catered to the humanitarian sector and connecting the environmental and humanitarian communities through cross-sector engagement.

Responses to Key Strategic Questions

162. The evaluation Terms of Reference included a set of strategic questions of interest to UNEP. These were:

1) 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?

2) 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?

3) 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?

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

163. Regarding strategic question one, the EHA project played a significant role in shifting mindsets and practices of humanitarian actors toward greater environmental stewardship in humanitarian contexts. As discussed in detail in Table 15, Narrative Assessment, the increased adoption of environmental stewardship within the humanitarian community is likely the result of various factors, but evidence shows that JEU's work before and during project implementation was critical in promoting the EHA agenda. During project implementation, the JEU chaired the EHAN, managed the EHA Connect, and was the custodian of the NEAT+. All three of these resources were commended by humanitarian actors as instrumental in raising awareness about the importance of integrating environmental considerations into humanitarian action and providing concrete ways of doing so.

164. Regarding strategic question two, the EHA project was influential in fostering collaboration between the environmental and humanitarian sectors primarily because the JEU, as executing agency, was a joint structure between UNEP and OCHA. The two sectors usually operate from very different perspectives, but through project-initiated or supported initiatives, such as workshops and EHAN meetings, they had to engage with one another and consider how to work together toward shared goals. One lesson to inform future programming is that the development and application of a concrete tool like NEAT+ can effectively demonstrate the value of working together and move beyond high-level statements to applied collaboration and practice.

165. Regarding strategic question three, the EHA project contributed significantly to the uptake of environmental tools within the humanitarian community. As discussed in Table 13, Output 2, through collaboration with partners, the project provided 2,400 humanitarian decision makers in at least 135 organizations with access to EHA knowledge products, guidance and tools. According to project stakeholders, the project was influential in making NEAT+ the humanitarian sector's environmental screening tool of choice. Table 14 depicts the application of NEAT+ by humanitarian actors during project implementation. In addition, several stakeholders lamented the loss of the EHA Connect, managed by the JEU, as a trove of valuable EHA resources.

166. Regarding strategic question four, in response to the effects of COVID-19 pandemic, the EHA project held some of its workshops virtually instead of in-person, as originally planned. This affected workshops under Output 1 and Output 2. For Output 1, in the development of the climate and environmental risk and vulnerability analyses, the project shifted from conducting in-person research and consultations, to leveraging technology and publicly available records to conduct remote sensing analyses. According to stakeholders, the pandemic affected the project's ability to

finalize presentations and reports. This was evident in number of missing reports under Outputs 1 and 3

167. The table below provides a summary of the ratings and findings discussed in Chapter 4. Overall, the project demonstrates a rating of 'Moderately Satisfactory'.

Table 19: Summary of project findings and ratings.[50]

Criterion	Summary assessment	Rating
Strategic Relevance		**S**
1. Alignment to UNEP MTS, POW and Strategic Priorities	The project was fully aligned with UNEP's MTS, POW and Bali Plan	**HS**
2. Alignment to UNEP Donor/Partner strategic priorities	The project was fully aligned with IKI and SIDA priorities	**HS**
3. Relevance to global, regional, sub-regional and national environmental priorities	The project was strongly aligned with several SDGs and the Sendai Framework, but only partially aligned with national priorities	**MS**
4. Complementarity with existing interventions/ Coherence	Complementarity with other initiatives was generally well-managed, with no significant duplication identified	**S**
Quality of Project Design	The ProDoc covers most of the project design details comprehensive and clearly	**S**
Nature of External Context	The project was somewhat affected by the Sudanese revolution and COVID-19 pandemic	**F**
Effectiveness		**MS**
1. Availability of outputs	While Output 2 was fully delivered, Outputs 1 and 3 were only partially delivered	**MS**
2. Achievement of project outcomes	All three outcome indicator targets were met, but missing documentation and beneficiary consultations limited credible evidence to verify project influence over results	**MS**
3. Likelihood of impact (use 'likely' scale)	Only some drivers and assumptions held to support the transition between result levels, and only one intermediate state is emerging	**ML**
Financial Management		**MS**
1. Adherence to UNEP's financial policies and procedures	The project mostly followed UNEP financial policies and procedures, but some partner payments were delayed	**MS**
2. Completeness of project financial information	Key financial documents were not provided	**MS**
Efficiency	Output 1 was delivered efficiently and the project leveraged cost-effective partnerships, but Output 2 required several extensions and there was significant staff turnover	**MS**
Monitoring and Reporting		**MS**
1. Monitoring of project implementation	Monitoring implementation fell significantly short of the project's own plan	**MU**
2. Project reporting	Project reporting was substantive but incomplete.	**S**
Sustainability (use 'likely' scale)		**MU**
1. Socio-political sustainability	Socio-political commitment from the humanitarian sector is strong	**L**

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

Criterion	Summary assessment	Rating
2. Financial sustainability	Financial sustainability is seriously at risk	**MU**
3. Institutional sustainability	An institutional framework exists, but has been destabilized with the dissolution of JEU	**ML**
Factors Affecting Performance		**MS**
1. Quality of project management and supervision		**MS**
2.1 UNEP/Implementing Agency:	*There was persistent staff turnover and the absence of a Project Steering Committee; implementation depended heavily on individual staff commitment*	***MS***
2.2 Partners/Executing Agency:	*JEU's hybrid UNEP/OCHA governance structure created structural accountability gaps throughout implementation*	***MS***
2. Stakeholders' participation and cooperation	Engagement was strongest where the project had clearest ownership, with humanitarian organizations around NEAT+ and EHA tools	**S**
3. Responsiveness to human rights and gender equality	Gender mainstreaming was minimal	**MS**
4. Environmental and social safeguards	No issues were identified at design or during implementation	**Not rated**
5. Country ownership and driven-ness	Country ownership was limited throughout implementation	**MU**
6. Communication and public awareness	Communication activities were well-targeted toward key audiences	**S**
Overall Project Performance Rating		**MS**

5.2 Lessons Learned

Lesson Learned #1:	**Practical tools can be more effective than conceptual advocacy in mainstreaming issues, such as the environment–humanitarian nexus**
Context/comment:	The project's influence on raising awareness of environmental issues in humanitarian action was particularly effective with a concrete tool like the NEAT+. Through practical application of this simple instrument, humanitarian actors saw the importance of conducting environmental analysis to identify and mitigate environmental risks before implementing planned response actions. The tool helped move the sector beyond high-level statements and into practice to see the value of the environment–humanitarian nexus. Designing tools that minimize the burden on practitioners rather than adding complexity is a critical enabler of uptake and behavioral change.
Cross-reference(s) to relevant paragraphs	Page 31, 32, paragraph 77

Lesson Learned #2:	**Country-level presence and local expertise are key factors in the depth and quality of environmental analysis**
Context/comment:	According to project staff, the environmental risk and vulnerability analysis was more detailed and effective in Sudan where UNEP had a country presence, than in Burundi and Chad where UNEP is

	not resident. Reliance on the other partner's country office presence was not as successful. In addition, the local consultants were critical in developing contextually accurate and beneficial assessments. Localization of project design and implementation, supported by locally embedded expertise, can be a substantive driver of results.
Cross-reference(s) to relevant paragraphs	Page 28

Lesson Learned #3:	**Implementing project activities with strategic partners can significantly expand reach and influence in specialized thematic areas**
Context/comment:	The project achieved substantial global reach despite relatively limited resources by leveraging strategic partnerships with organizations such as NRC, DG ECHO, UNHCR, and the broader EHAN network. These partnerships enabled broader dissemination of tools, co-delivery of training, piloting of approaches, and reinforcement of environmental stewardship norms across the humanitarian sector. For technically specialized agendas such as EHA, collaborative implementation models can substantially increase scale, legitimacy, and uptake.
Cross-reference(s) to relevant paragraphs	Pages 31 and 32, paragraphs 103, 104

Lesson Learned #4:	**Donor requirements can play a catalytic role in accelerating institutional adoption of environmental stewardship in humanitarian action**
Context/comment:	The evaluation found that donors are not only important sources of funding, but also influential drivers of institutional and behavioral change across the humanitarian sector. DG ECHO emerged as a particularly important example, introducing minimum environmental requirements for EU-funded humanitarian operations and promoting the use of environmental screening approaches such as NEAT+. Donors are increasingly engaged in integrating environmental considerations into humanitarian action. Twenty-eight member states have signed the *Humanitarian Aid Donors' Declaration on Climate and Environment*, which was launched at the first European Humanitarian Forum in March 2022.
Cross-reference(s) to relevant paragraphs	Pages 37, 41, 52

5.3 Recommendations

Recommendation #1:	UNEP should establish **systematic documentation protocols**. The Disasters and Conflict Branch should ensure that future projects

	adhere to a filing protocol in IPMR that documents key meetings, actions, and decisions taken by the project team, partners, and beneficiaries that can support outcome contribution tracing.
Challenge/problem to be addressed by the recommendation:	The project is missing documentation demonstrating its delivery of certain outputs and influence over the achievement of the outcome.
Cross-reference(s) to relevant paragraphs	Section 4.4 pages 33, 36, 39
Priority Level:	Critical
Type of Recommendation	Project Level
Responsibility:	Disasters and Conflict Branch
Proposed implementation time-frame:	12 months

Recommendation #2:	UNEP should ensure **robustness of monitoring plans** at project design and adherence to them during implementation. The Disaster and Conflict Branch should ensure that the design of future projects includes detailed monitoring plans with clear indicator definitions, and that project teams collect and track the referenced data sources.
Challenge/problem to be addressed by the recommendation:	The monitoring plan contained detailed data sources for the various indicators, but during implementation, the project team did not collect many of those data impacting the ability to track progress and assess accountability. In addition, the methodology for measuring one indicator (i.e., improved capacity) was not clearly documented in the plan.
Cross-reference(s) to relevant paragraphs	Paragraphs 107 and 108, and Section 4.4 pages 27, 31 and 37
Priority Level:	Critical
Type of Recommendation	Project Level
Responsibility:	Disasters and Conflict Branch
Proposed implementation time-frame:	12 months

Recommendation #3:	UNEP should ensure **gender** is adequately integrated during project implementation. The Disaster and Conflict Branch should ensure that any future EHA-related projects adequately integrate gender considerations. Gender is intertwined within the EHA agenda as disasters affect women, men, boys and girls differently, and often deepen gender vulnerability and inequality.
Challenge/problem to be addressed by the recommendation:	Despite planning on integrating gender considerations in the project design (including through gender-sensitive analyses),

	gender was minimally addressed and integrated in the project deliverables.
Cross-reference(s) to relevant paragraphs	Paragraphs 62, 109, 128, and Section 4.4 pages 23 and 32
Priority Level:	Critical
Type of Recommendation	Project Level
Responsibility:	Disasters and Conflict Branch
Proposed implementation time-frame:	6 months

Recommendation #4:	UNEP should continue engaged in **EHA**, as appropriate. The Disaster and Conflict Branch (perhaps through the Joint Environment Team) should continue to promote the importance of environmental integration in humanitarian action, as opportunities arise in conferences, meetings or other gatherings with humanitarian actors. UNEP's advisory role is seen as critical in the EHA movement, as the humanitarian community lacks environmental expertise.
Challenge/problem to be addressed by the recommendation:	The dissolution of JEU and loss of its leadership role around EHA has left a void in the institutional framework needed to sustain results and continue to make progress.
Cross-reference(s) to relevant paragraphs	Paragraphs 119 and 120, and Section 4.4, page 41
Priority Level:	Medium
Type of Recommendation	Project Level
Responsibility:	Disasters and Conflict Branch
Proposed implementation time-frame:	12 months

Recommendation #5:	UNEP should prioritize **national and local actor engagement** in future EHA projects. The Disaster and Conflict Branch should ensure that future EHA projects focus on engaging national and local disaster management agencies and line ministries utilizing best practices from engagement with global humanitarian actors to begin building national buy-in.
Challenge/problem to be addressed by the recommendation:	Local and national actor engagement was limited to early-stage inception workshops, with no evidence of actual uptake of outputs by these actors.
Cross-reference(s) to relevant paragraphs	Section 4.4 pages 26, 27, 33, 36, and paragraph 130
Priority Level:	Medium

Type of Recommendation	Project Level
Responsibility:	Disasters and Conflict Branch
Proposed implementation time-frame:	12 months

Recommendation #6:	UNEP and its partners should establish a **sector-wide baseline and tracking system** for environmental integration in humanitarian action. The Disaster and Conflict Branch and partners should consider documenting the current baseline of environmental integration in humanitarian planning and creating a system that tracks environmental integration over time and across the Humanitarian Programme Cycle (e.g., stages of humanitarian programming, type of emergencies, types of sectors).
Challenge/problem to be addressed by the recommendation:	It is difficult to definitively determine whether the EHA project had a measurable impact or whether humanitarian actors were more aware because of contextual changes. Assessing change and progress in the EHA agenda is difficult without a baseline and tracking mechanism, for example, one that examines which organizations are integrating environmental considerations, to what extent, and what factors are driving changes and progress.
Cross-reference(s) to relevant paragraphs	Section 4.4 pages 41 and 42, and paragraph 142
Priority Level:	Opportunity for improvement
Type of Recommendation	Project Level
Responsibility:	Disasters and Conflict Branch and humanitarian partners
Proposed implementation time-frame:	12 months

Recommendation #7:	UNEP should consider effectively communicating with implementing partner organizations about establishing a new institutional home for **NEAT+** with a rebuild of the tool using current technology
Challenge/problem to be addressed by the recommendation:	Following the dissolution of JEU, the NEAT+ has been left without a committed institutional owner, despite sustained interest from humanitarian partners. The existing platform requires updating and the emergence of AI provides an opportunity to do this in a cost-effective manner and increase the tool's functionality.
Cross-reference(s) to relevant paragraphs	Section 4.4 pages 33 and 34
Priority Level:	Opportunity for improvement

Type of Recommendation	Project Level
Responsibility:	Disasters and Conflict Branch and humanitarian partners
Proposed implementation time-frame:	12 months

Recommendation #8:	UNEP should ensure that future EHA projects work toward formally integrating environmental assessment tools into key phases of the **Humanitarian Programme Cycle**
Challenge/problem to be addressed by the recommendation:	The driver "Environmental assessment tools are linked to the Humanitarian Programme Cycle (HPC) or other humanitarian M&E"—which was identified as necessary to support successful transition between output 3 and the project outcome, and the outcome and the intermediates states—was not in place. The realization of full environmental mainstreaming in humanitarian action requires the systematization of environmental assessment and consideration throughout the HPC.
Cross-reference(s) to relevant paragraphs	Page 52
Priority Level:	Opportunity for improvement
Type of Recommendation	Project Level
Responsibility:	Disasters and Conflict Branch
Proposed implementation time-frame:	12 months

ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS

Response to stakeholder comments received but not (fully) accepted by the evaluator(s), where appropriate

Page Ref	Stakeholder comment	Evaluator(s) Response	UNEP Evaluation Office Response
p. 49	It's true and relevant to underscore that the outcome of the project has benefited from external factors. However, I wonder if it's fair to consider the contribution of external factors to the project's outcome as a reason to relatively downgrade the value of the project. This relationship or not with the final assessment might be clarified.	I added text below this paragraph to clarify that this counterfactual analysis is not intended to diminish the project's value. It is rather to assess contribution through the identification of other factors that would have affected the results in the absence of the project.	
p. 50	Cf. above comment. It appears clearly that the overall outcome of the project is achieved and intermediary indicators show clear delivery and project performance. So, I find the conclusion that the outcome is «partiallu achieved» maybe a bit severe. I do note (i) no clear evidence of ownership among national authorities and (ii) weak documentation on the direct causality between project actions and impacts, but while I find it very relevant to raise these as key recommendations, I find it hard to assess the achievement as «partial» on this ground. As per my comment above, I also assume that external co-contributing factors are worth noting but should not be used to degrade the value of the project.	It's difficult to support a "fully achieved" rating when the outcome statement explicitly includes intended behavioral changes in "global, national and local humanitarian actors" and, as mentioned, there is no clear evidence that national and local actors adopted environmental stewardship. Indicator targets achievement does not equal outcome achievement. This partial achievement is also reflective of and correlates with the partial achievement of outputs. Nonetheless, I acknowledge your concern and added a paragraph below (#95) describing the project's substantial success at global level, while explaining why the evidence gaps prevent a higher assessment.	
Para 94	After reading the summary assessment pathway above, I maintain that it's awkward to assess the outcome as «partially achieved» in light of so many evidences of progress and met targets in final and intermediary steps/outputs. Though the related considerations highlighted by the evaluator are extremely relevant to discuss the project's individual impact and opportunities for enhancement in the future...	As mentioned in my comment above, I think these summary paragraphs present the limitations that prevent a "fully achieved" rating. I added paragraph #95 below to acknowledge the project's success at global level, while explaining why the evidence gaps prevent a higher rating.	

ANNEX II. EVALUATION FRAMEWORK

EVALUATION QUESTIONS	METHODS	SOURCES OF INFORMATION
Strategic Questions		
1. To what extent has the project influenced norms, practices or mindsets of humanitarian actors regarding the value and operational relevance of environmental stewardship in crisis settings? 2. 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? 3. 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? 4. What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance?	• Key Informant Interviews (KIIs) • Document review	• National and organizational planning documents • Humanitarian cluster documents • Meeting minutes • Formal project revisions *Interviews* • UNEP, OCHA, WFP, UNHCR, UNICEF • Humanitarian organizations • Environmental organizations • National government officials
Strategic Relevance		
1. To what extent did the project's objectives—embedding environmental considerations in humanitarian action—align with UNEP's MTS outcomes and PoW expected accomplishments? 2. How well did the project respond to UNEP's strategic priorities, including the Bali Strategic Plan and South-South Cooperation? 3. To what extent were the project's objectives and outputs aligned with the priorities of Germany (BMU/IKI) and Sweden (SIDA)? Especially regarding contributions to climate risk analysis, environmental data integration, and humanitarian system strengthening indicators? 4. To what extent does the project contribute to global frameworks (SDGs, Sendai Framework, Paris Agreement) concerned with environmental risk and humanitarian action? 5. How relevant was the project to national and local priorities in target countries (Sudan, Chad, Burundi, Uganda, Myanmar, Colombia, Brazil)? Did it contribute to any environmental results' indicators? 6. How effectively did the project complement ongoing efforts by UNEP, OCHA, WFP, UNHCR, UNICEF, and others to integrate environmental data, climate risk, or waste management into humanitarian operations? 7. Did the project avoid duplication with related initiatives, including the joint BMU-funded adaptation project?	• Document review • KIIs	• ProDoc • MTS/PoW documents • UNEP Strategic documents • Formal project revisions • Progress reports • Interviews with project team • Donor agreements and strategic plans • SDG/Sendai documents • National strategic policies and plans for Sudan, Chad and Burundi

EVALUATION QUESTIONS	METHODS	SOURCES OF INFORMATION
Quality of Project Design		
1. Who was involved in the design/ implementation of the project? How were they selected? 2. Was a gender or marginalized group analysis conducted? 3. Was a Project Steering Committee established with full, appropriate representation, including from UNEP? 4. Was partner capacity assessed during inception/mobilisation for partners not mentioned in the ProDoc or changed after project design approval? 5. Was a comprehensive inception meeting held and reported on? 6. Was a procurement plan developed?	• Document review • KIIs	• Meeting minutes (including inception meeting) and attendance sheets • Formal revisions • Progress reports • Interviews with UNEP and OCHA project team
Nature of External Context		
1. How did external conditions—including COVID-19, natural disaster, conflict and political instability in target countries—affect implementation progress? 2. Were mitigation and adaptation strategies adequate given the external risks?	• Document review • KIIs • Timeline analysis	• Formal revisions notes • Interviews with UNEP and OCHA project team • Field reports
Effectiveness		
Availability of Outputs		
1. To what extent did international, national and local humanitarian actors gain an improved understanding of climate and environmental risk in humanitarian hotspots? 1a. To what extent were organizations engaged in inception workshops? 1b. To what extent were climate and environmental risk analyses, including gender-sensitive data, completed in a collaborative manner? 1c. To what extent were workshops organized in the pilot countries to share assessment recommendations and agree on follow-up activities? 1d. To what extent did government institutions and humanitarian organizations express perception of increased ability to address environmental integration in humanitarian settings? **2. To what extent did humanitarian decision makers increase their consultation, access to and use of tools and guidance materials for integrating environmental issues in humanitarian action?** 2a. To what extent were tools and guidance materials for the integration of environmental considerations in humanitarian action made accessible to at least 15 organizations, including national authorities from pilot countries? 2b. To what extent were at least 5 organizations actively consulted and engaged in field-testing of an environmental assessment tool, and incorporating gender aspects? **3. To what extent did national and local humanitarian actors gain an increased ability to conduct humanitarian planning processes with consideration of environmental risk**	• Document review • KIIs • Survey • Data analysis • Trend analysis	*Project documentation* • Project progress reports • Formal revisions • Inception meeting reports with pilot countries • Climate and environmental risk analyses for each pilot country • Workshop reports • List of workshop participants and participant surveys/videos (gender-disaggregated) • Field testing reports (e.g. use of NEAT+ and other tools) • Recorded use of tools and guidance material • EHA information online on EHA Connect and Environmental Emergencies Centre (EEC) • Number of unique website visitors to access EHA products • NEAT+ user logs / analytics

EVALUATION QUESTIONS	METHODS	SOURCES OF INFORMATION
and vulnerability analyses in humanitarian hotspots? 3a. To what extent did humanitarian planning process, policies and plans integrate environmental risk and vulnerability considerations? 4. Were output revisions (e.g., removal of Component 4) well-justified and clearly communicated?		• Humanitarian planning documents (e.g. Humanitarian Needs Overview and Humanitarian Response Plans) *Interviews* • Output 1: Interviews with UNEP and OCHA (HQ and regional and country offices), in-country staff, national government officials (Chad, Burundi and Sudan), WPF, UNHCR, UNICEF, national organizations and IKI • Output 2: Interviews with UNEP, OCHA, UNHCR, SIDA, SAGEE, EHAN and selected humanitarian organizations (*see stakeholder analysis).* Survey for humanitarian organizations. • Output 3: Interviews with UNEP, OCHA, OCHA Myanmar, Myanmar Humanitarian Fund, IOM and local/national and humanitarian organizations in Burundi, Chad and Sudan involved in the HRPs
Achievement of Project Outcomes		
1. To what extent have global, national and local humanitarian actors recognized and managed environmental stewardship in humanitarian decision-making? 1a. To what extent did national governmental, UN or non-government organizations adopt new or improved programmes, policies and processes that considered climate and environmental risk analysis and adaptation measures in humanitarian hotspots? 1b. To what extent did country-specific humanitarian planning documents integrate UNEP assessment recommendations in humanitarian hotspots? 2. To what extent were the drivers and assumptions identified as necessary to transition between outputs and output in place during implementation? 2a. Was there involvement of local actors in Output 1 to provide meaningful context of local dependence on natural resources, including gender, age and protection elements related to environmental risks? 2b. Were environmental assessment tools linked to the Humanitarian Programme Cycle (HPC) or other humanitarian M&E processes? 2c. Were women included and was there a consideration of gender specificities through project implementation? 2d. Were vulnerable and marginalized groups included, as appropriate, throughout project implementation?	• Document review • KIIs • Contribution analysis	*Project documentation* • Humanitarian planning and decision-making documents (e.g. Humanitarian Needs Overview, Humanitarian Response Plan, Common Country Assessment, Multi Sector Initial Rapid Assessment, Flash appeal, Joint Recovery and Peacebuilding Assessments, Post-Disaster Needs Assessments) • Minutes of meetings where decisions have been taken by institutional authorities • Partner reports and monitoring visits, including community consultations • National planning documents • Humanitarian cluster documents and minutes *Interviews* • UNEP and OCHA staff • WPF, UNHCR, UNICEF • Local and national government officials and

EVALUATION QUESTIONS	METHODS	SOURCES OF INFORMATION
2e.Was there institutional buy-in and commitment from OCHA, donors and lead humanitarian agencies to promote and actively support environmental integration? 2f. Were tools easy to use and to maintain (especially NEAT+'s digital architecture)? 2g. Did tools include the mechanisms to analyze and incorporate information by gender? 2h. Were humanitarian actors willing to integrate environmental considerations despite the persistent challenges of saving lives? 2i. Were adequate quality data available to build a convincing evidence base for the environment to be integrated in humanitarian crisis response? 2j. Were national and local partners engaged and recognized value in focusing on environmental actions amid competing priorities? 3. What evidence exists of attribution, contribution, or credible association between the project and achieved outcomes?		organizations • Donors • Humanitarian organizations that tested and used the EHA tools and guidance
Likelihood of impact		
1. Were intermediate states achieved or are they emerging? 1a. Is there evidence of increased institutionalization of environmental integration across humanitarian planning and decision-making systems? 1b. Is there evidence of a reduction in the drawing down of local natural resources by humanitarian interventions? 1c. Is there evidence of reduced human exposure to hazardous environmental impacts in humanitarian hotspots? 1d. Is there evidence of reduced human insecurity and forced displacement from environmental impacts? 2. To what extent are the drivers and assumptions needed to support transition between the project outcome and intermediate states, and between intermediate states and the impact in place or emerging? 3. Were there any unintended positive or negative effects (e.g., exclusion of vulnerable groups, environmental safeguards, shifting norms)? 4. Did the project help catalyze broader adoption or scaling of NEAT+ or EHA Connect beyond pilot countries?	• Likelihood of Impact Decision Tree • Causal pathway mapping • KIIs	• Humanitarian cluster guidelines • OCHA policies • Global platform reports • Interviews with UNEP, OCHA, WFP, UNHRC, UNICEF humanitarian organizations, donors, national governments
Financial Management		
1. Did financial management adhere to UNEP regulations, including timely disbursements, expenditure reports (6-month and annual), necessary budget revisions and documentation? 2. Was spending aligned with approved budgets across project revisions and outputs? 3. Were financial delays or reallocations (e.g., SIDA add-ons, dropped IETC components) justified and well-managed?	• Financial analysis • KIIs	• Financial reports • Budget revisions • Audits • Interviews (project team, FMO, donors)

EVALUATION QUESTIONS	METHODS	SOURCES OF INFORMATION
4. Did financial management facilitate—or hinder—timely delivery? 5. To what extent are the high-level budget costs (for secured and unsecured funds) available, including by funding sources? 6. To what extent are the disbursement documents from donors to UNEP available? Proof of delivery of in-kind contributions? 7. To what extent are project expenditure sheets and detailed project budget available?		
Efficiency		
1. Did the project deliver outputs in a timely and cost-effective manner? 2. Were the four project extensions (2019, 2020, 2021, 2022) necessary, and could any have been avoided with stronger planning? 3. How efficiently were partnerships (JEU, MapX, WFP, UNHCR, national committees) leveraged to reduce costs and increase reach? 4. Did COVID-19 delays cause significant inefficiencies, and how effectively did the team adapt (e.g., virtual workshops, remote NEAT+ roll-outs)? 5. Were any cost-saving measures put in place?	• Efficiency analysis • Timeline mapping • KIIs	• Progress reports • Formal project revisions • Interviews with UNEP / OCHA (HQ, regional and country offices), WFP, UNHCR, UNICEF
Monitoring and Reporting		
Monitoring of project implementation		
1. Was a monitoring system fully operational, including baselines, data tracking, country-level reporting, and progress against revised indicators? 2. Is a complete workplan available? 3. Is detailed monitoring data by indicator available? 4. Did monitoring include gender-disaggregated and vulnerability-disaggregated data? 5. Is there evidence that the monitoring budget was spent on these activities? 6. How, if at all, did the team use monitoring to adapt implementation?	• Document review • Data analysis • KIIs	• PIMS and IPMR reports • Monitoring data • Financial data related to monitoring activities • Interviews with project team
Project reporting		
1. Were all UNEP and donor reporting requirements met (e.g., six-monthly IPMR, SIDA/BMU reports)? 2. Was reporting accurate, timely, and useful for decision-making? 3. Did reporting reflect the evolving scope after project revisions?	• Document review • KIIs	• Donor monitoring requirements and donor reports • Progress reports • PIMS and IPMR reports • Interviews with project team
Sustainability		
Socio-political sustainability		

EVALUATION QUESTIONS	METHODS	SOURCES OF INFORMATION
1. Are national authorities, humanitarian actors, and regional bodies motivated to continue using NEAT+, risk data, or EHA guidance after the project ends? 2. Did the project generate meaningful ownership and/commitment at national and local levels? 3. Are any adaptive mechanisms is in place to respond to changes in the social/political context, should it become necessary? (e.g. all relevant social norms and/or political priorities have been identified during the project, and all have been discussed with stakeholders)	• Document review • KIIs	• Interviews (Project team, national/local government officials, humanitarian agencies, OCHA, WFP, UNHCR, UNICEF, IASC, SAGEE) • National government documentation / plans / strategies • Humanitarian organizations and cluster documentation
Financial sustainability		
1. Is donor funding likely to continue or increase to support humanitarian agencies and national capacities to integrate environment considerations in humanitarian work? 2. Are resources available for continued maintenance of tools (NEAT+, MapX) and platforms (EHA Connect)? 3. To what extent was an exit strategy developed with a financial component?	• Financial sustainability analysis • KIIs	• Stakeholder interviews (project team, BMU/IKI, SIDA, OCHA, NEAT+, MAP X, SAGEE) • Donor plans • UN financial documents
Institutional Sustainability		
1. Are institutional systems in place to sustain the project's contributions? Including any that could help usher considerations to institutionalize or reward the incorporation of environment in humanitarian interventions (e.g. any planned policies, safeguards)? 2. Are capacity-building results (training, technical support, data flows) embedded within institutions, or dependent on project personnel? 3. To what extent was an exit strategy developed with an institutional component? 4. **Sustainability beyond the JEU** To what extent do non-JEU actors have the ownership and capacity to continue applying tools like NEAT+?	• KIIs • Institutional analysis	• Cluster documents • National documents • Training materials • Stakeholder interviews (project team, OCHA, WFP, UNHCR, UNICEF, SAGEE, national governments)
Factors affecting project performance and cross cutting issues		
Quality of project management and supervision		
1. How effective were UNEP and partners in guiding implementation, ensuring oversight, and coordinating across divisions (JEU, Ecosystems)? 2. Did management respond effectively to risks, delays, and changing contexts? 3. Was there a Steering Committee (or equivalent oversight/guidance mechanism) functioning moderately well (records of regular meetings where relevant content was discussed)?	• Document review • KIIs	• Meeting minutes • Progress reports • Stakeholder interviews (project team, partner organizations)

EVALUATION QUESTIONS	METHODS	SOURCES OF INFORMATION
4. Was the working relationship between the PM/TM and project partners constructive and/or effective to a moderate extent? 5. To what extent did the implementation Agency and/or Executing Agency provide strong leadership towards achieving the planned outcomes? 6. Evidence of good adaptive management (e.g. speed of response to execution challenges or changes, response to financial shortfalls)?		
Stakeholder participation and cooperation		
1. Were key stakeholders (WFP, UNICEF, UNHCR, national authorities, donors) adequately engaged and consulted throughout the implementation process? 2. Were there efforts to promote project ownership? To support collaboration or collective action between stakeholder groups? 3. Were participatory mechanisms (clusters, committees) inclusive of women, youth, marginalized groups?	• Document review • KIIs	• Meeting minutes • Progress reports • Stakeholder interviews (project team, partners, national and local officials, community members) • Participation logs
Responsiveness to human rights and gender equity		
1. Did activities consider gender differences in environmental vulnerability and access to resources in crisis-affected populations? 2. Did the project make a concerted effort to include and engage women in scoping and developing the environmental vulnerability assessments, including in workshop participation? 3. Was NEAT+ (and the other tools) gender-responsive in both design and implementation? 4. Were the processes developed to integrate environmental risk data in humanitarian planning, policies and plans ensure that the data was disaggregated by gender and other groups? 5. Were disadvantaged groups meaningfully included in capacity-building and decision-making? 6. **How gender and vulnerability were operationalised beyond data disaggregation** Did insights meaningfully influence humanitarian decisions, or remain analytical?	• Document review • KIIs	• Progress reports • Environmental risk analyses • Tools • Stakeholder interviews
Environmental and social safeguards		
1. Did UNEP's safeguard processes (SRIF/ESERN) correctly identify and monitor environmental and social risks? 2. Did the project have (1) a management plan for addressing safeguarding, (2) review(s) of risk ratings, (3) monitoring of project implementation for safeguarding issues, (4) response (where relevant) to safeguarding issues, (5) reporting on safeguarding	• Safeguards assessment. • KIIs	• Safeguard Risk Identification Form and Environmental and Social Risks and Opportunities Note /ESERN • Project reports • Stakeholder interviews (project team)

EVALUATION QUESTIONS	METHODS	SOURCES OF INFORMATION
issues/reporting that no safeguarding issues arose? 3. Were any safeguard issues encountered, and how were they resolved?		
Country ownership and driven-ness		
1. To what extent did pilot countries and humanitarian clusters own the approaches, data, and tools developed? 2. Did national actors drive or sustain the integration of environmental data?	• Document review • Stakeholder interviews	• Stakeholder interviews (national officials) • Country documents • Humanitarian cluster documents
Communication and public awareness		
1. How effectively did the project disseminate knowledge products through EHA Connect, HNPW, MapX, and cluster systems? 2. Were communication channels adequate for reaching humanitarian practitioners and local stakeholders? 3. What is the likelihood that knowledge-sharing platforms will remain active?	• Data analysis • Stakeholder interviews	• Tool analytics • stakeholder interviews (national officials, humanitarian organizations, environmental organizations, community members)

ANNEX III. STAKEHOLDERS CONSULTED DURING THE EVALUATION

Stakeholders consulted during the evaluation

Organisation	Position	Role in the project	Gender
		Project staff	M
UN Office for Disaster Risk Reduction (UNDRR)	Programme Management Officer	Project manager	F
Save the Children, Haiti	Deputy Country Director	Project manager	F
Member States & UN / World Bank Joint Initiative	Senior Programme Advisor	Project advisor	M
DG ECHO	Policy Officer	Contributing partner	F
Now Global Shelter Land and Site Coordinator Cluster	Senior Environmental Advisor	Project staff	F
Norwegian Refugee Council (NRC)	Global Lead Climate and Environment	Implementing partner	F
NRC	Project Adviser Climate and Environment	Implementing partner	F
Climate Action Accelerator	Associate Expert	Contributing partner	F
UNEP	Administrative Officer	Fund Management Officer	M
UNEP	Disaster and Conflict Branch Chief	Overseeing	F
Global Development Institute		National consultant	M
Palladium	Climate-Health Expert	Project consultant	M
OCHA	Humanitarian Affairs Officer	Project staff	F
The University of British Columbia	Climate Solutions Scholar	Project staff	F
DG ECHO	Environmental Program Officer	Project staff	F
Data Friendly Space	Acting CEO	Implementing partner	M

ANNEX IV. KEY DOCUMENTS CONSULTED

Project planning and reporting documents

- Project Document
- Four formal project revisions (August 2019, December 2020, December 2021, November 2022)
- PIMS project progress reports (per Outputs and Outcome)
- Email correspondence and memos
- Project budgets and implementation plans at formal revision dates (July 2019, November 2020, November 2021, November 2022)
- Final project expenditure report (February 2026)

Project Output 1: Improved understanding of climate and environmental risk in humanitarian hotspots

- Burundi Inception Workshop report
- Chad Inception Workshop report
- Sudan Inception Workshop report
- Sudan Inception Workshop PowerPoint presentations
- Climate Vulnerability Assessment for Target Humanitarian Sites in Sudan Report
- Climate Vulnerability Assessment for Target Humanitarian Sites in Burundi Report
- Climate Vulnerability Assessment for Target Humanitarian Sites in Chad Report
- Technical Workshop Burundi, July 2020
- Technical Workshop Burundi PowerPoint presentation
- Adaptation to climate change in sub-Saharan African humanitarian situations Final Project Workshop, Sudan, 28 April 2021, PowerPoint presentation
- WFP Medium Newsletter, Adaptation to climate change in sub-Saharan African humanitarian situations, 29 March 2021
- Adaptation to climate change in sub-Saharan African humanitarian situations Factsheet
- IKI website on Adaptation to climate change in sub-Saharan African humanitarian situations.[51]

Project Output 2: Increased Access to and Use of Tools and Guidance

- Humanitarian Networks and Partnerships Week (HNPW) Agenda 2025
- HNPW 2026 EHAN Programme
- Key Takeaways EHAN Annual Meeting, March 2026
- Screening environment risks in urban humanitarian settings with the U-NEAT+, HNPW 2021 presentation, 4 May 2021
- JEU NEAT Fact Sheet
- Guidance Note, What is the NEAT+
- Guidance Note, How to use the NEAT+
- Guidance Note, Collecting data mobile devices tablets
- Guidance Note, Considerations when using the NEAT+
- NEAT+ Geospatial Guidance, MapX
- NEAT+ 08-12-v6 Data Entry Excel Sheet
- Coordination of Assessments for Environment in Humanitarian Action Presentations, A JOINT INITIATIVE PROJECT LEVEL ASSESSMENT TOOL (NEAT), September 2018

[51] https://www.international-climate-initiative.com/en/project/adaptation-to-climate-change-in-sub-saharan-african-humanitarian-situations-18-ii-169-a%E2%80%A6

- NEAT+ Process Guidance: Integrating NEAT+ in Environmental Management Systems of Humanitarian Organizations A Reference Document, 2020
- DG ECHO Partners Conference 2019 Programme; List of Participating Organizations; Presentation by Emilia Wahlstrom; Debriefing Workshop on Climate Change
- EHAN, Terms of Reference, Working Group on Environmental Analysis for Humanitarian Action
- Uganda NEAT+ Presentation, September 2019
- Uganda NEAT+ Workshop Summary, September 2019
- Myanmar NEAT+ Presentation, October 2019
- Myanmar Humanitarian Fund, NEAT+ Workshop Summary, October 2019
- Myanmar, Addressing environment in humanitarian action: Workshop for humanitarian partners, January 2020
- Guidance Note: Addressing environment in MHF funded projects, January 2020
- Uganda Bidibidi NEAT+ Screening Report, September 2019
- UNHCR Colombia Maicao NEAT+ Scoping Report, November 2019
- Kenya Daddab NEAT+ Screening Report, November 2022
- Kenya Kakuma NEAT+ Screening Report, November 2022
- Iraq Bezabize NEAT+ Screening Report, December 2022
- Iraq Dohuk NEAT+ Screening Report, December 2022
- Somalia NEAT+ Screening Report, 2023
- Bangladesh Cox Bazar NEAT+ Screening Report, February 2023
- Nigeria Maiduguri NEAT+ Screening Report, April 2023
- Nigeria Yola NEAT+ Screening Report, May 2023

Project Output 3: Increased ability to conduct humanitarian planning processes considering environmental risks

- 2019 Humanitarian Response Plan Burundi
- 2019 Humanitarian Response Plan Chad
- 2019 Humanitarian Response Plan Sudan
- 2020 First allocation of Myanmar Humanitarian Fund COVID-19 emergency funding
- 2020 Second allocation of Myanmar Humanitarian Fund funding
- 2020 Humanitarian Response Plan Burundi
- 2020 Humanitarian Response Plan Chad
- 2020 Humanitarian Response Plans Sudan
- 2021 Yemen Humanitarian Needs Overview
- Bata Explosions Emergency and Recovery Plan
- 2021 Humanitarian Needs Overview Burundi
- 2021 Humanitarian Needs Overviews Chad
- 2021 Humanitarian Needs Overview Sudan
- 2021 Humanitarian Response Plan Burundi
- 2021 Humanitarian Response Plan Chad
- 2021 Humanitarian Response Plan Sudan
- 2021 First allocation of the Myanmar Humanitarian Fund included environmental considerations
- 2021 Haiti Flash Appeal
- 2021 Second allocation of the Myanmar Humanitarian Fund included environmental considerations and support from JEU
- UN transitional framework for Ukraine
- UNDAC Handbook, 8th Edition, Short Version, 2025

Project Outcome: Global, national and local humanitarian actors adopt environmental stewardship

- OCHA Global Humanitarian Overview, 2024
- OCHA article: Martin Griffiths: Resilience has got to be the pitch that we make, 9 November 2022
- OCHA, Earth observation for environmental and climate evidence-informed HPC
- Proposal for field support
- UNHCR, NEAT+ Frequently Asked Questions, April 2025
- UNHCR Operational Strategy for Climate 2022-2025
- UNHCR Operational Strategy Summary
- UNHCR Strategic Framework for Climate Action, 2021
- DG ECHO DG ECHO's approach to reducing the environmental footprint of humanitarian aid, 2019
- DG ECHO Minimum Environmental Requirements and Recommendations, 2022
- DG ECHO, Guidance on the operationalisation of the minimum environmental requirements and recommendations for EU-funded humanitarian aid operations, 2022
- DG ECHO, Presentation on Enhanced Response Capacity Funded projects between 2017 2021
- DG ECHO Environmental mainstreaming in humanitarian action: Good practices and lessons learned, June 2025
- DG ECHO, Course catalogue, Humanitarian Aid Learning
- Groupe URD, Humanitarian Networks and Partnerships Week 2020, February 2020
- The Climate and Environment Charter for Humanitarian Organizations
- The Climate Charter Signatures, https://www.climate-charter.org/signatures/#supporters
- CONSULTATIONS ON THE CLIMATE AND ENVIRONMENT CHARTER FOR HUMANITARIAN ORGANIZATIONS: SUMMARY OF FEEDBACK AND REVISIONS, March 26, 2021
- Climate and Environment Chart Secretariat, Workplan 2024-2026
- From Commitments to Action, A year in review of the Climate and Environment Charter Secretariat, June 2025
- Donor Declaration on Climate and Environment
- Donor Greening Working Group, Common Donor Priority Actions for Greening Humanitarian Assistance
- Groupe URD, Environmental Footprint of Humanitarian Assistance Funded by DG ECHO, Scoping Review, May 2020
- Groupe URD, The Choice of Pragmatism: A Critical Review of people in Needs's Greening Approach, Dec 2025
- Action Against Hunger, COP 29 Paper, The Human Face of Climate Change: Addressing the Malnutrition Crisis
- Action Against Hunger, Environment & Climate, Policy Action Against Hunger France, 2022 – 2025
- Alima, Environmental Action: Achievements, Lessons and Outlook, Feb 2024
- Disasters Emergency Committee, Dec Strategy, 2024-2029
- Disasters Emergency Committee, Annual Report & Accounts, 2023-2024
- Danish Refugee Council (DRC), Framework on Climate Change and Environment
- DRC, Climate and Environmental Performance Report, 2021
- DRC, Greening DRC: A Catalogue of Selected Greening Initiatives in the Danish Refugee Council
- Humanity and Inclusion, Network's Annual Report, 2024
- International Committee of the Red Cross (ICRC) Position on Climate Change, Armed Conflict and Other Situations of Violence

- ICRC, Implementing the Climate and Environment Charter for Humanitarian Organizations, The ICRC's Plan of Action, 2021-2024+
- ICRC, Framework for the Integration of Climate Risks into ICRC Operations
- Norwegian Church Aid, Climate and Environment Policy
- Norwegian Church Aid, Global Strategy: Faith in Action
- Norwegian Refugee Council (NRC), Global Strategy 2022-2025
- NRC, Carbon Footprint, 2022
- Oxfam, Natural Resource Justice Strategic Plan, 2021-2025
- Oxfam, Environmental Checklist for Oxfam WASH
- Oxfam's Environmental Sustainability Report, FY 2022-2023
- Solidarites International, Water and Climate Change: A Humanitarian Crisis, Analysis
- Solidarites International, Water, Sanitation and Hygiene, 2020-2025 Strategy
- Solidarites International, Strategic Plan, 2022-2026
- Tearfund, Building a Sustainable Future, Environmental and Economic Sustainability: A practical guide
- Tearfund, Annual Report, 2021-22

Reference documents

- UNEP MTS, 2018-2021 and 2022-205
- UNEP PoW, 2018-2019, 2020-2021, 2022-2023
- Bali Strategic Plan for Technology Support and Capacity Building
- South South Cooperation
- UNEP Strategic documents
- Sendai Framework for Disaster Risk Reduction, 2015-2030
- JEU Fact Sheet
- JEU, Environment and Humanitarian Action: Increasing Effectiveness, Sustainability and Accountability, 2014
- JEU, Environment and Humanitarian Action: Country Study, Afghanistan, 2016
- JEU, Environment and Humanitarian Action: Country Study, Nepal, 2016
- JEU, Environment and Humanitarian Action: What Donors Need to Know
- JEU, Environment in Humanitarian Action: Global Training Manual Template, Introduction to the Environment in Humanitarian Action Training Manual
- Terms of Reference, Environment and Humanitarian Action Network 2018
- Strategy of the International Climate Initiative up to 2030
- Sida's Environmental Policy (2007)
- Strategy for Sweden's humanitarian assistance provided through the Swedish International Development Cooperation Agency (2025–2029)
- Burundi National Development Plan (NDP), 2018-2027
- Chad, NDP, 2018-2027
- Sudan, NDP, 2016
- OCHA 2018-2021 Strategic Plan
- OCHA 2023-2026 Strategic Plan
- Project proposal to the Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU) Adaptation to climate change in sub-Saharan African humanitarian situations
- Memorandum of Understanding for "Adaptation to climate change in sub-Saharan African humanitarian situations" Using Pass Through Funds Management
- IKI project correspondence and memos
- Environment & Humanitarian Action Network Terms of Reference, Revised 30 October 2018

ANNEX V. ENVIRONMENTAL AND SOCIAL SAFEGUARDS ASSESSMENT

ESS PLANNING AT PROJECT DESIGN	
List any ESS issues identified at project design (e.g. SS 1.7, SS 2.3, etc.)[52]	None identified
For any ESS issues identified at project design, were mitigation strategies developed (Y/N)? (If yes, briefly describe)	None identified
Were any gaps in ESS issues identified at the evaluation inception phase (Y/N)? (If yes, briefly describe)	None identified
ESS MONITORING AT PROJECT IMPLEMENTATION	
Is there evidence that the potential emergence of ESS issues was actively monitored during project implementation (Y/N)?[53] (If yes, briefly describe)	None identified
Is there a justification for the absence of ESS monitoring (Y/N)? (If yes, briefly describe[54])	None identified
MANAGEMENT RESPONSIVENESS DURING PROJECT IMPLEMENTATION	
Identify the ESS issues/events triggered[55] **by the project.**[56]	None identified
Describe consequences of ESS issues/events during project implementation.	None identified
Describe the management response and identify supporting documentation.[57, 58]	None identified
Were negative ESS effects offset by management response (Y/N)? (If yes, briefly describe)	None identified

[52] Select from the list of Environmental and Social Safeguards Risks in Table 1 of the template (tool 14, Safeguards Assessment Template).
[53] **Low risk:** Negative impacts minimal or negligible: no further study or impact management required.
Moderate risk: Potential negative impacts, but limited in scale, not unprecedented or irreversible and generally limited to programme/project area; impacts amenable to management using standard mitigation measures; limited environmental or social analysis may be required to develop an Environmental and Social Management Plan (ESMP). Straightforward application of good practice may be sufficient without additional study.
High risk: Potential for significant negative impacts (e.g. irreversible, unprecedented, cumulative, significant stakeholder concerns); Environmental and Social Impact Assessment (ESIA) (or Strategic Environmental and Social Assessment (SESA)) including a full impact assessment may be required, followed by an effective comprehensive safeguard management plan.
[54] For instance, during COVID, access to the field may have been restricted
[55] 'Triggered' refers to environmental or social issues/events that are caused or exacerbated—directly or indirectly—as a result of the project's activities, interventions, or presence.
[56] Select from the list of Environmental and Social Safeguards Risks in Table 1 of the template (tool 14, Safeguards Assessment Template).
[57] For most low-moderate risk projects, good practice approach may be sufficient. Project should demonstrate safeguard management approach in the project activities, budget, risks management, stakeholder engagement or/and monitoring segments of the project document to avoid or minimize the identified potential risks without preparing a separate safeguard management plan.
[58] E.g., GEF Project Implementation Report (PIR), Progress Report, Minutes, etc.

ANNEX VI. BRIEF CV OF THE EVALUATOR

Name	Karen Villafana
Profession	Evaluator
Nationality	American
Country experience	• Africa: Somalia, Kenya, Uganda, Burundi, Tanzania, South Africa • Americas: USA, Brazil • Asia: Pakistan
Education	Master of Public Administration, Columbia University's School of International and Public Affairs

Karen Villafana is a senior evaluation specialist with 20 years of experience, including 13 in program, project, and policy evaluation across complex international and government contexts. She holds a Master of Public Administration from Columbia University's School of International and Public Affairs, with a concentration in Urban and Environmental Policy. Her career spans the U.S. Government, United Nations Environment Programme, and World Bank, where she has conducted and managed over 20 evaluations covering a broad range of issues including climate resilience, environmental governance, agriculture, energy efficiency, marine plastics, sustainable cities, and institutional effectiveness. The scope of her work has covered countries in Africa, Asia, South and North America. Ms. Villafana is currently based in Nairobi, Kenya, where she works as an independent evaluation consultant specializing in rigorous, impartial analysis and evidence-based recommendations that support organizational learning and accountability.

Selected assignments and experiences:

- April 2023 – July 2025: As Evaluation Manager (Consultant) with the UNEP Evaluation Office, Ms. Villafana planned and managed terminal evaluations of UNEP projects, covering a range of topics and donors including GEF-funded projects, projects related to climate adaptation, energy efficiency, sustainability, poverty alleviation, and environmental governance. Developed terms of reference, budgets, evaluation workplans, and provided support and guidance to evaluation consultants throughout all phases of the evaluation process. Ensured the quality and accuracy of products and adherence to UNEP evaluation policy and UNEG Norms & Standards.

- August 2022 – May 2023: As Senior Monitoring, Evaluation and Learning Specialist (Consultant) with the World Bank, Ms. Villafana led a review of World Bank operations in Somalia, totaling $1.8 billion, focused on assessing cumulative impact on intended beneficiaries. Developed a methodology for conducting an in-depth analysis of over 20 complex projects aimed at strengthening Somalia's institutional and economic capacity.

- September 2010 – May 2020: As Senior Analyst with the US Government Accountability Office, Ms. Villafana conducted evaluations of multi-billion-dollar government programs, ensuring adherence to norms and standards, evaluation goals, and scheduled commitments. Employed mixed methods for data collection, analysis, and corroboration, including interviews, surveys, field visits, and document reviews. Developed findings, recommendations, and lessons learned based on sound quantitative and qualitative analysis.

ANNEX VII. QUALITY ASSESSMENT OF THE EVALUATION REPORT

Evaluand Title:

Terminal Evaluation: UNEP Project "Environment in Humanitarian Action, including disaster waste management: Scaling-up resilience to disasters and conflicts" SMA ID 39979(2019-2023)

All UNEP evaluations are subject to a quality assessment by the Evaluation Office. This is an assessment of the quality of the evaluation product (i.e. evaluation report) and is dependent on more than just the consultant's efforts and skills.

Report Quality Criteria	**UNEP Evaluation Office Comments**	**Final Report Rating**
Section A: Executive Summary	Assessment	
1. Does the ***Executive Summary*** act as a concise, accurate standalone section, especially to inform decision-making? Consider how clearly and concisely the report presents: • a clear summary of the evaluation object • evaluation objectives, scope and methodology • the overall project evaluation rating • a summary of main evaluation findings, including key features of performance (strengths and weaknesses) • summary responses to key strategic evaluation questions • summary of main conclusions, lessons learned and recommendations	Coverage/omissions: All required elements are addressed, Strengths/weaknesses: The report provides a comprehensive and well-structured description of the evaluand. It effectively communicates both the project's achievements and its principal shortcomings, while accurately reflecting the report's, ratings, key findings, conclusions, lessons learned and recommendations.	6
Section B: The Project	Assessment	
2. Does the report clearly describe the ***key parameters, scale and complexity of the evaluand***? Consider how well the report presents: • an overview of the main issue that the project is trying to address • timeline, including dates of project approval, duration and number of phases (where appropriate) • geographic coverage (regions/countries) • total secured budget and project financing, including a table with funding sources • implementing and funding partners • institutional context (i.e. UNEP sub-programme, Division, Branch etc) • implementation structure with diagram • UNEP results frameworks to which it contributes (e.g. PoW Direct Outcome) • summary of results framework as stated in the ProDoc (or as officially revised) • stakeholder groups organised according to relevant common characteristics	Coverage/omissions: All required elements are addressed. Strengths/weaknesses: The report comprehensively describes the project context, institutional arrangements, financing, implementation structure, results framework, stakeholders and implementation history, including project revisions and extensions. The institutional arrangements and implementation model are particularly well explained.	6

• whether the project has been evaluated in the past (e.g. mid-term, by an external agency, etc.) • substantive or significant changes in design during implementation.		
Section C: Evaluation Methods and Theory of Change	Assessment	
3. Does the report present a clear, comprehensive and adequate description of the ***evaluation methodology***? Consider how well it presents the following elements, and their adequacy based on the scope of the evaluation: • statement of the purpose of the evaluation and the key intended audience for the evaluation findings • data collection methods and information sources • justification for methods used (e.g. electronic/face-to-face interviews, qualitative/quantitative analysis) • criteria and sampling strategies used to select stakeholders for consultations, and for sites/countries visited • number and types of respondents *(including in a table broken down by gender)* • strategies used to increase stakeholder engagement and response rate • methods used to include the voices/experiences of different and potentially excluded groups (e.g. women, marginalised) • data verification methods (e.g. triangulation) • data analysis methods (e.g. scoring, thematic analysis) • evaluation limitations and mitigation measures (e.g. how these were addressed by the evaluator) • consideration for ethics and human rights issues, including how anonymity and confidentiality were protected	Coverage/omissions: All required methodological elements are covered. Strengths/weaknesses: The methodology is transparent, appropriate and generally well justified for the nature of the intervention. The extensive document review, triangulation strategy and candid discussion of limitations strengthen confidence in the findings.	6
4. Does the report describe an assessment and reformulation of the ***Theory of Change***, and present an adequate articulation of the TOC causal pathways that were used to assess project performance (*narratively and diagrammatically)?* Consider how well the report presents: • whether the project design included a TOC • how the *TOC at Evaluation*[59] was designed (e.g. who was involved, etc) • confirmation/reconstruction of results in accordance with UNEP definitions (*including reformulation table, which may have initially been presented in the Inception Report and should appear in the Main Evaluation report.)* • articulation of causal pathways • identification of drivers and assumptions • identification of key actors in the change process	Coverage/omissions: All required elements are covered. Strengths/weaknesses: The TOC is fully integrated into the evaluation and provides a strong analytical framework for assessing outcomes and likelihood of impact. The report successfully uses the reconstructed ToC to explain both achievements and limitations.	6
Section D: Evidence and Analysis	Assessment	

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

5. Is the report based on ***sufficient and adequate data*** and ***clear and credible evidence***? Consider how well the report presents: • sufficient evidence that is consistent throughout the report • evidence that is supported by data sources (e.g. quotes, reports, etc) • evidence that is explicitly triangulated, unless noted as having a single source • gaps in data are explained and justified • data sources that are reliable, adequate, sufficient for the scope of the evaluation	Coverage/omissions: All required elements are addressed. Strengths/weaknesses: The evidence base is generally strong and appropriate for the scope of the evaluation. The report draws on an extensive document review and stakeholder consultations. The evaluator demonstrates discipline in distinguishing verified evidence from reasonable inference and is transparent where evidence is insufficient. Remaining documentation gaps may reduce confidence for some outcome-level findings but are appropriately reflected in the analysis.	5.5
6. Does the report include ***rigorous analysis*** and ***logical findings***? Consider the extent to which the findings are: • supported by clear analysis that is consistent with the evidence presented • logical, clear and coherent • aligned with UNEP's Criteria Ratings Matrix • aligned with the evaluation framework • more than descriptions and provide insights into 'how' and/or 'why' the project performed a certain way • balanced, presenting both successes and weaknesses	Coverage/omissions: All required elements are addressed. Strengths/weaknesses: The report consistently moves beyond description to explain why results occurred and what factors shaped project performance. The analysis is balanced, demonstrates sound evaluative judgement and appropriately distinguishes between contribution and attribution.	6
Section E: Evaluation Findings	Assessment	
7. Does the report present evidence and analysis of project ***Strategic Relevance*** with respect to UNEP, partner and geographic policies and strategies at the time of project approval? Consider how well the report addresses: • Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities • Alignment to Donor/GEF/Partners Strategic Priorities • Relevance to Regional, Sub-regional and National Environmental Priorities • Complementarity with Existing Interventions: complementarity of the project at design (or	Coverage/omissions: All required elements are addressed. Strengths/weaknesses: The assessment of strategic relevance is thorough and well supported by evidence. The report demonstrates strong alignment with UNEP priorities and donor objectives while presenting a	5.5

during inception/mobilisation[60]), with other interventions addressing the needs of the same target groups.	convincing case for the project's relevance within the humanitarian-environment nexus.	
Does the report present a summary of the strengths and weaknesses of the ***Quality of Project Design***, based on the detailed assessment presented in the Inception Report?	Coverage/omissions: The required elements are covered. Strengths/weaknesses: The section provides a balanced reflection on the project's design strengths and weaknesses and demonstrates how design features influenced subsequent implementation and performance.	***NOT RATED**
Does the report recognise and describe, when appropriate, key features of the ***Nature of the External Context*** under which the project was implemented that limited the project's performance (e.g. conflict, natural disaster, political upheaval[61]), and how they affected performance?	Coverage/omissions: The required elements are covered. Strengths/weaknesses: The report appropriately acknowledges that implementation took place in a complex and evolving humanitarian context and identifies several factors that affected delivery, uptake and sustainability of results. The analysis demonstrates a good understanding of how contextual factors influenced project performance and management decisions.	****NOT RATED**
8. Does the report present a well-reasoned, complete and evidence-based assessment of the ***Availability of Outputs*** to the intended beneficiaries? Consider how well the report presents: • a convincing, evidence-supported and clear presentation of the outputs made available by the project compared to its approved plans and budget • assessment of the nature and scale of outputs versus the project indicators and targets • assessment of the timeliness, quality and utility of	Coverage/omissions: All the required elements are covered. Identification of positive or negative effects of the project on disadvantaged groups is covered under Likelihood of Impact. Strengths/weaknesses:	5.5

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

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

• outputs to intended beneficiaries • identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	The assessment provides a credible account of output achievement and distinguishes between outputs that were fully delivered and those that experienced limitations. The discussion of output quality is reasonably strong and supported by evidence.	
9. Does the report present a well-reasoned, complete and evidence-based assessment of the ***Achievement of Outcomes***, as a result of the uptake, adoption and/or implementation of outputs by the intended beneficiaries? This may include behaviour changes at an individual or collective level. Consider how well the report presents: • a convincing and evidence-supported analysis of the uptake of outputs by intended beneficiaries • assessment of the nature, depth and scale of outcomes versus the project indicators and targets • discussion of the contribution, credible association and/or attribution of outcome level changes to the work of the project itself • any constraints to attributing effects to the projects' work • identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	Coverage/omissions: All the required elements are covered. Identification of positive or negative effects of the project on disadvantaged groups is covered under Likelihood of Impact. Strengths/weaknesses: The report provides a thoughtful and generally convincing assessment of outcome achievement, particularly in relation to institutional influence and uptake of key tools and approaches. The report demonstrates strong evaluative judgement by distinguishing output delivery from institutional uptake and behavioural change.	5.5
10. Does the report present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to ***Likelihood of Impact***? Consider how well the report presents: • an explanation of how causal pathways emerged and the resulting change processes • an explicit discussion of how drivers and assumptions played out • an explanation of roles played by key actors and change agents • identification of any unintended negative effects of the project, especially on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	Coverage/omissions: All the required elements are addressed. Identification of positive or negative effects of the project on disadvantaged groups is covered under Likelihood of Impact. Strengths/weaknesses: The section demonstrates a sound understanding of contribution analysis and appropriately avoids overstating likely impacts. The discussion of assumptions, institutional uptake and sustainability pathways is generally convincing.	5.5
11. Does the report present an integrated analysis of all dimensions evaluated under ***Financial Management*** and include a completed 'financial management' table? Consider how well the report addresses the following:	Coverage/omissions:	5

• *adherence* to UNEP's financial policies and procedures • *completeness* of financial information, including the actual project costs and actual co-financing used and explanation of any variances between planned and actual expenditures	All the required elements are addressed. Strengths/weaknesses: The assessment is balanced and transparent, distinguishing documentation gaps from weaknesses in financial management. While incomplete records limited assessment of some financial transactions and cost-effectiveness, the report demonstrates that available information was sufficient for accountability and there was no evidence of non-compliance with UNEP financial procedures.	
12. Does the report present an integrated analysis of all dimensions evaluated under ***Efficiency***? Consider how well the report presents: • cost-effective or time-saving measures put in place to maximise results within the secured budget and agreed project timeframe • implications of any delays and no cost extensions • discussion of making use, during project implementation, of/building on pre-existing institutions, partnerships and complementarities with other initiatives, programmes and projects etc. • the extent to which the management of the project minimised UNEP's environmental footprint.	Coverage/omissions: All the required elements are addressed. Strengths/weaknesses: The efficiency analysis is balanced and demonstrates a good understanding of the operational realities faced during implementation. The discussion of adaptive management, extensions and partnership arrangements is particularly strong.	5.5
13. Does the report present a well-reasoned, complete and evidence-based assessment of the project's ***Monitoring and Reporting***? Consider how well the report addresses the following: • the quality of *monitoring of project implementation* (including use of monitoring data for adaptive management) • the quality of *project reporting* (e.g. PIMS and donor reports)	Coverage/omissions: All the required elements are addressed. Strengths/weaknesses: The assessment is candid and appropriately identifies weaknesses in monitoring arrangements that affected evidence availability and evaluability. The report effectively explains how these shortcomings influenced performance assessment.	5.5
14. Does the report present an integrated analysis of all dimensions evaluated under ***Sustainability*** (i.e. the endurance of benefits achieved at outcome level)? Consider how well the report addresses the following: • socio-political sustainability • financial sustainability • institutional sustainability	Coverage/omissions: All the required elements are addressed. Strengths/weaknesses: The sustainability analysis is balanced and appropriately	5.5

	differentiated across multiple dimensions. The report provides a particularly strong discussion of institutional sustainability while also recognizing important risks associated with financing and future maintenance of project-supported tools and approaches.	
15. Does the report present a well-evidence analysis of the ***Factors Affecting Performance***, either in this section or in cross-referenced sections? *These factors are not always discussed in stand-alone sections and may be integrated in the other performance criteria as appropriate. However, if not addressed substantively in this section, a cross reference must be given to where the topic is addressed, and that entry must be sufficient to justify the performance rating for these factors.* Consider how well the report addresses the following cross-cutting issues: • quality of project management and supervision[62] • stakeholder participation and co-operation • responsiveness to human rights and gender equality • environmental and social safeguards • country ownership and driven-ness • communication and public awareness	Coverage/omissions: All the required elements are addressed. Strengths/weaknesses: The analysis clearly identifies the principal factors that shaped project performance and appropriately explains how governance, staffing and partnerships influenced results. The discussion of gender and inclusion remains proportionately brief but reflects the evidence available. Overall, the section is balanced and well-integrated with the broader evaluation findings.	5
Section F: Conclusions, Lessons Learned and Recommendations	Assessment	
16. Do the ***Conclusions*** present a summative assessment of the evaluand as a whole, reflecting on prominent aspects of the project's performance? Consider how well the conclusions: • provide a compelling narrative and integrated assessment of project project's performance (i.e. achievements and limitations) • add deeper insights and analysis beyond the findings under each individual criterion • are derived from the synthesized analysis of evidence gathered during the evaluation process • provide clear and succinct response to the key strategic questions • address the human rights and gender dimensions of the intervention explicitly (e.g. how these dimensions were considered, addressed or impacted on) • provide lessons that are rooted in real project	Coverage/omissions: All the required elements are addressed. Strengths/weaknesses: The conclusions successfully synthesize the evaluation rather than repeating earlier findings. They clearly identify the project's principal achievements, limitations and implications for future programming. The conclusions are well grounded in the evidence and	6

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

experiences, describe the context from which they are derived, and do not duplicate recommendations	demonstrate strong evaluative judgement.	
17. Does the report present ***Recommendations*** for specific action to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results? Consider how well the recommendations: • are clearly formulated and logically derived from the findings and/or conclusions • are feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when • include at least one recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions • represent a measurable performance target in order that the Evaluation Office can monitor and assess compliance with the recommendations. NOTES: **(i)** In cases where the recommendation is addressed to a third party, compliance can only be monitored and assessed where a contractual/legal agreement remains in place. Without such an agreement, the recommendation should be formulated to say that UNEP project staff should pass on the recommendation to the relevant third party in an effective or substantive manner. The effective transmission by UNEP of the recommendation will then be monitored for compliance. **(ii)** Where a new project phase is already under discussion or in preparation with the same third party, a recommendation can be made to address the issue in the next phase.	Coverage/omissions: All the required elements are addressed. Strengths/weaknesses: The recommendations are practical, forward-looking and appropriately prioritize the principal issues identified by the evaluation. They clearly address monitoring, sustainability, governance, institutionalization and future programming. Their specificity makes them suitable for management response and subsequent follow-up.	6
Section G: Report Structure and Presentation	Assessment	
18. Is the report ***well-structured and complete***? Does it: • follow the Evaluation Office structure and formatting guidelines • include all required sections and annexes, as applicable • not exceed 50 pages in length from the Executive Summary to the end of the Conclusion Does the report ***present*** information clearly and appropriately? Is it written: • in clear and accessible language • largely free from grammar, spelling and punctuation errors • in an adequate and professional tone • with the use of visual aids, such as maps, graphs tables and photos	Coverage/omissions: All the required elements are addressed. Strengths/weaknesses: The report follows the Evaluation Office structure and formatting guidelines is well structured, clearly written and easy to navigate. The writing style is analytical rather than descriptive. Tables, figures and annexes are appropriately integrated and support the narrative effectively.	6
OVERALL REPORT QUALITY RATING		**5.7**

A number rating 1-6 is used for each criterion, with half-point increments allowed (e.g., 3.5 or 4.5). Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1. The overall rating is based on a simple average of the ratings for each criterion.

* The Quality of Project Design criterion is not rated in this table because the majority of the analysis is presented in the Inception Report and the Final Terminal Evaluation report only contains a summary.

** The Nature of External Context is not rated in this table because it is not consistently applicable across all projects. Some evaluation reports will simply record that there was no unexpected unfavourable external factors, while others may have to describe critical external events.

Rating the Report Quality Criteria

Rating (1–6)	Description
6 (90 – 100%)	Provides all content with high quality. *(i.e. exemplary)*
5 (70 - 89%)	Provides all content with minor weaknesses.
4 (50 – 69%)	Provides most content with minor weaknesses.
3 (30 - 49%	Provides most content with significant weaknesses.
2 (11 – 29 %)	Omits substantive content with significant weaknesses.
1 (0 -10%)	Omits almost all content with major weaknesses.

At the end of the evaluation, compliance of the evaluation process against the agreed standard procedures is assessed, based on the table below. *All questions with negative compliance must be explained further in the table below.*

Evaluation Process Quality Criteria	**Compliance**	
	Yes	**No**
Consultant's independence:		
1. Were possible conflicts of interest of proposed Evaluation Consultant(s) appraised and addressed in the final selection?	**x**	
2. Was the Evaluation Consultant given direct access to identified external stakeholders?	**x**	
3. Did the Evaluation Consultant raise any concerns about being unable to work freely and without interference or undue pressure from project staff or the Evaluation Office?		**x**
4. If Yes to Q3: Were these concerns resolved to the mutual satisfaction of both the Evaluation Consultant and the Evaluation Manager?		
Project's engagement and support:		
5. Did the project make available all required/requested documents?	**x**	
6. Did the project make all financial information (and audit reports if applicable) available in a timely manner and to an acceptable level of completeness?	**x**	
7. Was adequate support provided by the project to the evaluator(s) in planning and conducting evaluation missions?	**x**	
8. Were the project team, relevant UNEP senior staff, partners and interviewed stakeholders given an opportunity to provide comments on key deliverables, as appropriate (e.g. Terms of Reference, Inception Report and Draft Evaluation Report)?	**x**	
Quality assurance of key deliverables:		
9. Were the Terms of Reference peer-reviewed?	**x**	
10. Was the inception report peer-reviewed, including the Theory of Change?	**x**	
11. Were evaluation preliminary findings presented to the project team in a format allowing discussion, before drafting the report?	**x**	

12. Was the draft report peer-reviewed?	**x**	
Transparency and commenting:		
13. Was the inception report, including the (reconstructed) TOC, sent to the project team, relevant UNEP senior staff and partners, with a minimum of eight working days to comment?		**x**
14. Was the draft evaluation report sent directly by the Evaluation Consultant to the Evaluation Office?	**x**	
15. Were all stakeholder comments to the draft evaluation report sent directly to the Evaluation Office	**x**	
16. Did the Evaluation Consultant(s) respond adequately to all factual corrections and comments?	**x**	
17. Did the Evaluation Office share substantive comments and Evaluation Consultant responses with those who commented, as appropriate?	**x**	
Financial Resources:		
18. Was the evaluation budget approved at project design available for the evaluation? If not, comment in the table below on the sufficiency of the funds made available.	**x**	
19. Were the agreed evaluation funds readily available to support the payment of the evaluation contract throughout the payment process? If not, comment in the table below.	**x**	
Timeliness:		
20. If a Terminal Evaluation: Was the evaluation initiated within six months after project operational completion and not more than three months prior? (Or, if a Mid Term Evaluation: Was the evaluation initiated within a six-month period prior to the project's mid-point?)		**x**
21. Was the inception report delivered and reviewed/approved prior to commencing any travel?	**x**	
22. Were all submission and commenting deadlines met as set by the Evaluation Manager and as far as unforeseen circumstances allowed? If not, comment in the table below on exceptional delays.	**x**	

Provide comments / explanations / mitigating circumstances below for any non-compliant process issues.

Evaluation Process Criterion Number	**Evaluation Office Comments**
13	Given the tight evaluation deadlines, consultation on the Inception Report was limited to the Project Team and UNEP senior staff. Despite these constraints, the Evaluation Office remained fully committed to upholding the quality and integrity of the evaluation process.
20	The evaluation was initiated six months after project completion due to workload constraints. Nevertheless, the Evaluation Office is actively working to adhere to established evaluation timelines.