Biennial Evaluation Synthesis Report

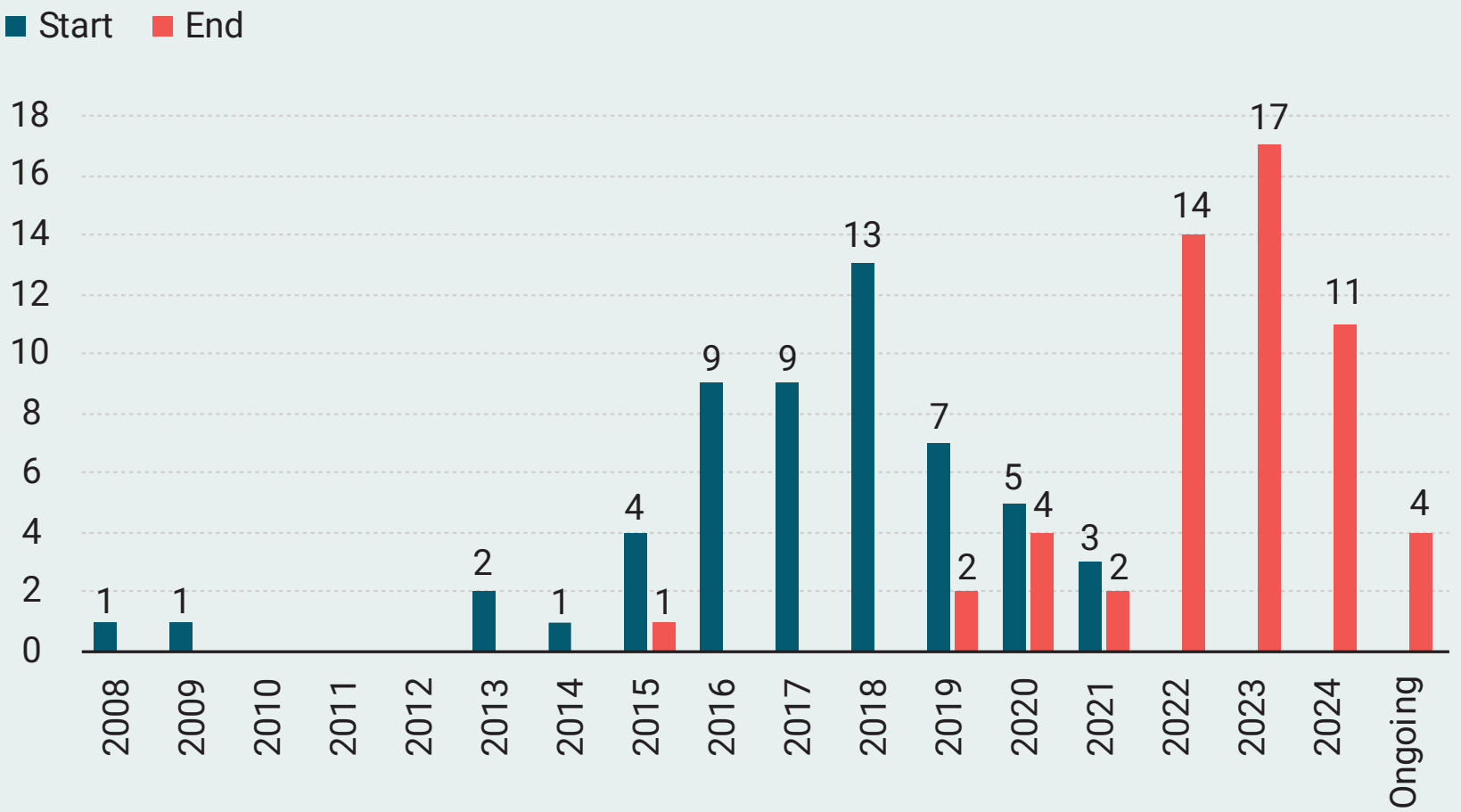
2024—2025

UN environment programme | Evaluation Office



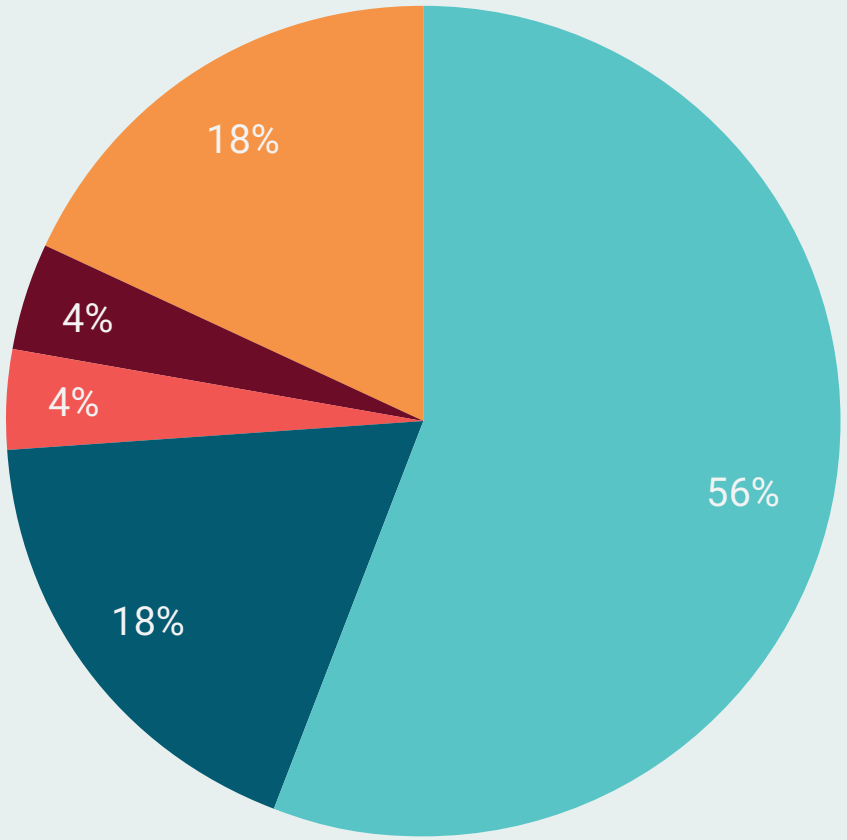
- Biennial Evaluation Synthesis Report goes back to 2010
- Serves to report on the two non-subprogramme indicators in the POW (Executive Direction and Management, Outcome 3)
- Synthesis of project performance ratings and recommendations compliance from 55 Terminal Evaluations
- Evaluation approach comparable over 8-year period (averages over time)
- Performance data from 50 validations of Management Led Terminal Reviews
- Summary of Strategic/Subprogramme Evaluations in the biennium

Main Project Implementation Years = 2018 - 2023



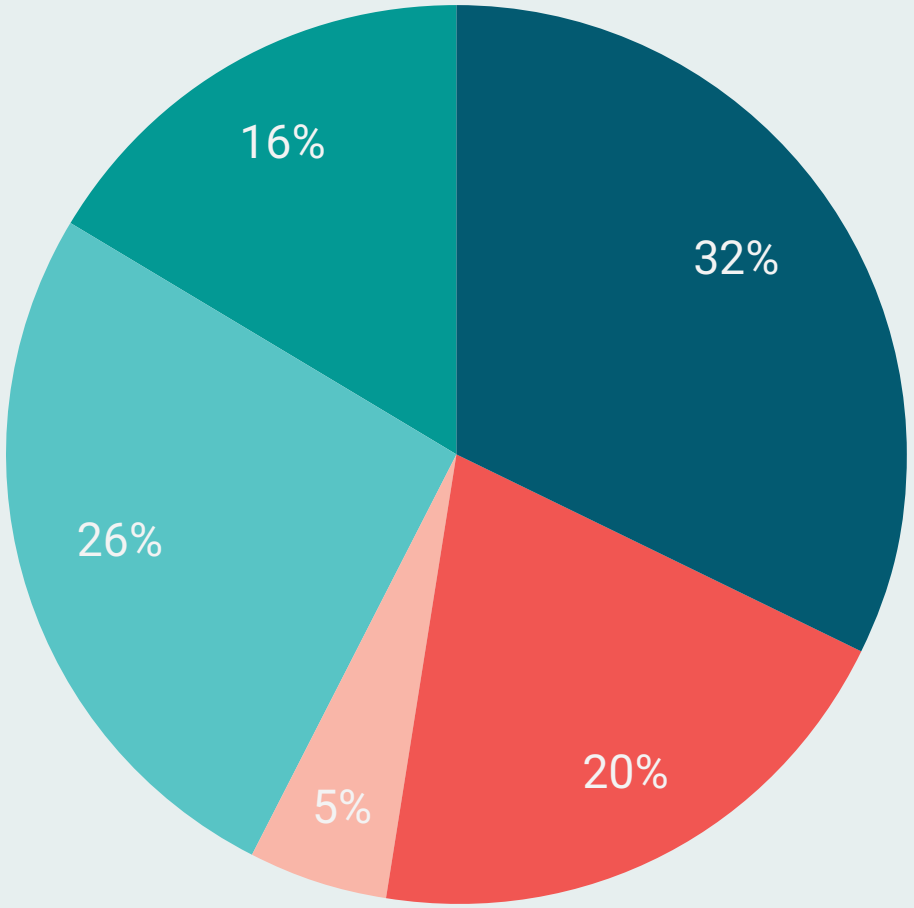
- Encompasses projects implemented during COVID period
- Management Led Terminal Reviews (MLTR) introduced in 2022; set of Terminal Evaluations (TE) reported on now reflects strategic selection, rather than 100% coverage of completing projects

Evaluated Projects by Division, 2024-25



UNEP Division	Number of Evaluated Projects
Ecosystems	31
Climate Change	10
Industry and Economy	10
Early Warning and Assessment	2
Law	2
Total	**55**

Evaluated Projects by Geographic Region, 2024-25



Regional Office	Number of Instances
Africa	24
Latin America and the Caribbean	19
Asia and the Pacific	15
Global	12
Europe	4
West Asia	0
Total	**74**

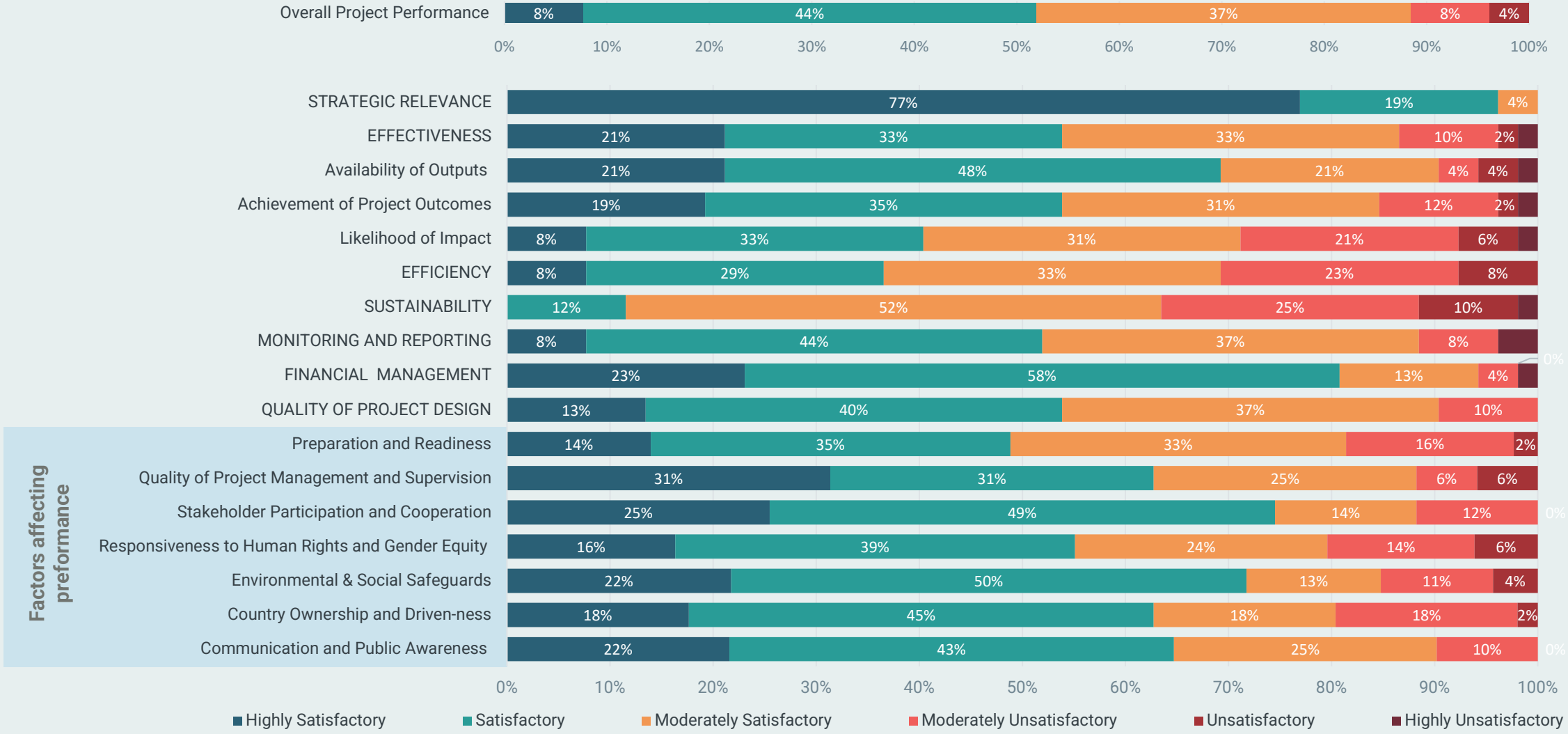
Overall Project Performance

POW Outcome 3, ii: The 2025 target for evaluations providing a rating of 'Satisfactory' or higher for overall project performance was 55%.

The 2024-25 performance was 52% and the 8-year average was 55%.

- Down from the all-time high of 74% in 2022-23 biennium
- ‘Set’ of projects with TEs is determined by operational completion dates

Summary of Project Performance against Evaluation Criteria, 2024-25



Areas of Improvement Over Time

The following criteria show improvements in 2024-25 compared with the 8-year average. **UNEP should still aim to improve performance in these areas.**

	projects rated S/HS in 2024-25	S/HS average across 8-years
Financial Management	81%	70%
Achievement of Outcomes	54%	50%
Monitoring and Reporting	52%	49%

Areas of Constancy

The following criteria have neither improved nor declined in 2024-25 compared with the 8-year average. **More attention should be directed to the areas that have not yet reached the 55% S/HS threshold.**

	projects rated S/HS in 2024-25	S/HS average across 8-years
Quality of Project Design	53%	53%
Overall Effectiveness	54%	54%
Availability of Outputs	69%	70%
Likelihood of Impact	41%	42%
Strategic Relevance	96%	97%

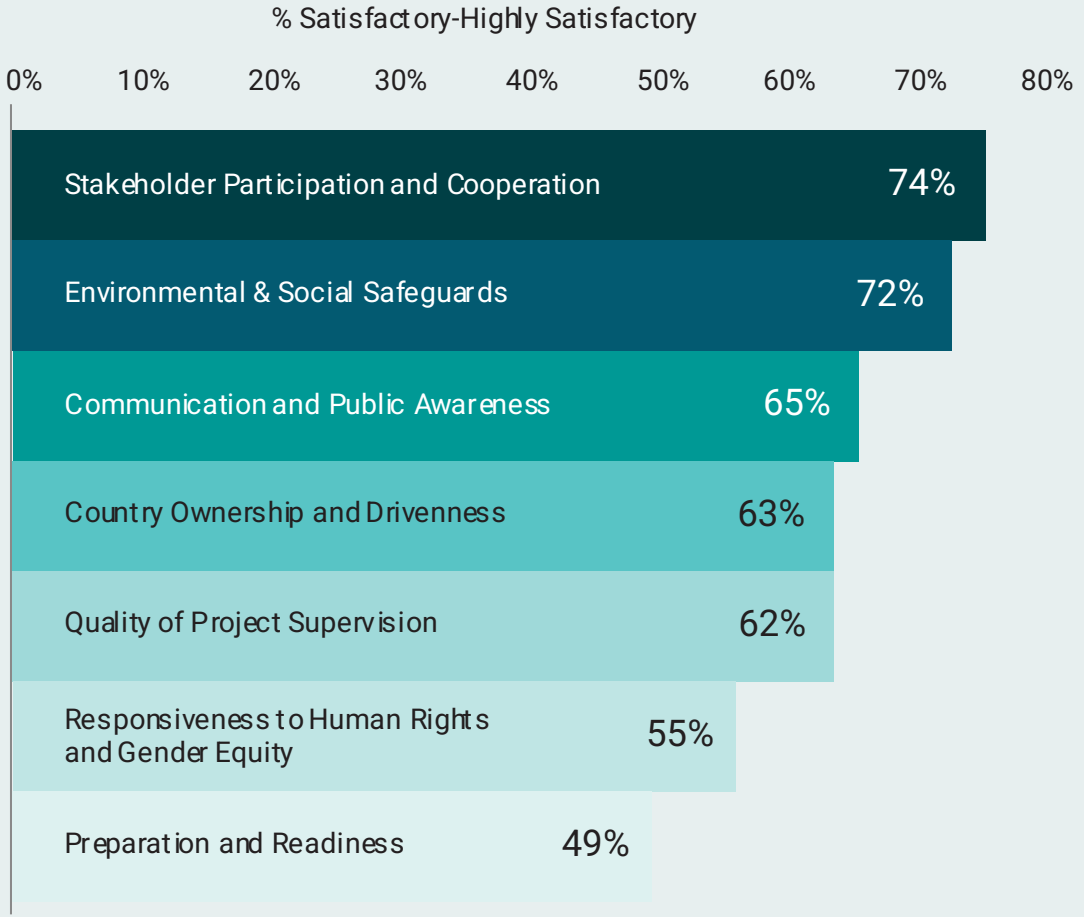
Areas Requiring Continued Attention

The following criteria have declined in 2024-25 compared with the 8-year average.
These are areas that should be prioritised for attention.

	projects rated S/HS in 2024-25	S/HS average across 8-years
Sustainability	12%	22%
Efficiency	37%	47%

- Both affected by COVID period…
- Sustainability performance heavily affected by financial sustainability (global funding context; lack of exit strategies; outcome benefits not ‘embedded’, etc.)
- Efficiency performance heavily affected by project extensions

Summary of Project Performance against Factors Affecting Performance, 2024-2025



	Nº of Evaluated Projects	8-year average S/HS rating
Stakeholder Participation and Cooperation	51	73%
Environmental & Social Safeguards	46	78%
Communication and Public Awareness	51	62%
Country Ownership and Drivenness	51	62%
Quality of Project Supervision	51	65%
Responsiveness to Human Rights and Gender Equity	49	41%
Preparation and Readiness	43	49%

- Safeguards data is relatively new; needs adjustment to better distinguish between safeguards management and risk of safeguard effects

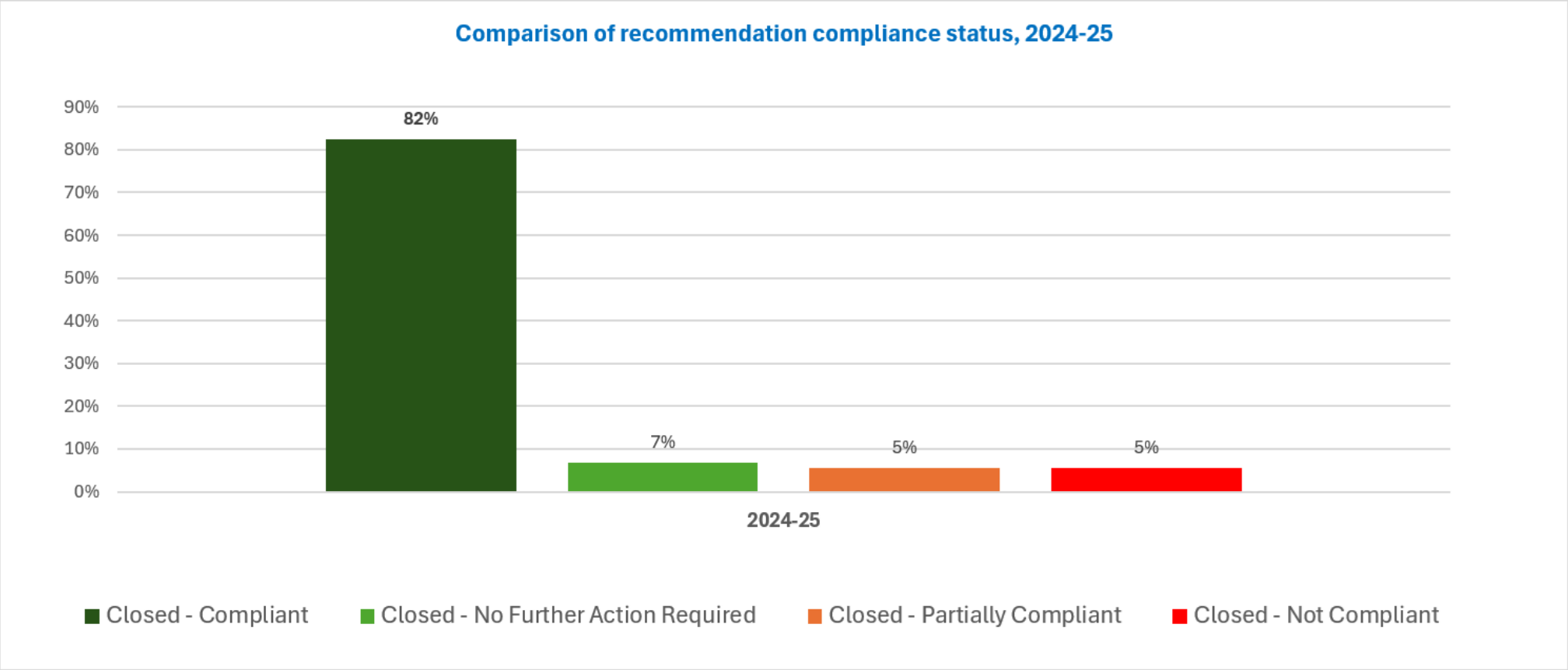
Recommendations Compliance (Project-Level)

POW Outcome 3, iii: The 2025 target for compliance with evaluation recommendations was 90%.

The 2024-25 combined performance was 89% and the average across the last 6 years was 74%.

- Strong compliance at individual project level, but not yet translated into systematic improvement in all areas of project cycle management

Recommendation Compliance Status 2024-25 (project level)



	2024-25	Percentage
Closed - Compliant	**197**	**82%**
Closed - No Further Action Required	**16**	**7%**
Closed - Partially Compliant	13	5%
Closed - Not Compliant	13	5%
Total	**239**	

Lessons from Project-Level Evaluations, 2024-2025

- UNEP is still strong at relevance, but relevance is not translating reliably into durable results.
- Sustainability is the most serious performance weakness and should be treated as a design-stage issue.
- Outcome achievement is improving over time, but the ‘last mile’ from outcome to impact remains fragile.

- Efficiency has declined and needs more active adaptive management.
- Financial management is a relative strength but monitoring still requires management attention.
- Cross-cutting factors are improving, but preparation, readiness and inclusion still need stronger institutional discipline.

THANK YOU

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