Terminal Evaluation of the UNEP Project

“Strengthening the environmental management of the oil and gas sector in fragile and developing countries”

PIMS ID 1957– SMA ID 30586

(2016 - 2024)



Evaluation Office of the United Nations Environment Programme

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About the Evaluation

Joint Evaluation: No

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ABSTRACT: This report is a Terminal Evaluation of the UNEP project: "Strengthening the environmental management of the oil and gas sector in fragile and developing countries" (PIMS ID 1957– SMA ID 30586) implemented between 2016 and 2024. The project's overall goal was to enable fragile and developing countries, supported by the Oil for Development (OfD) Programme of Norway, to improve their environmental oversight of the oil industry and thus reduce acute and chronic risks associated with the exploration and production of hydrocarbon resources.

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: field observations, 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.

With an overall performance rating of Highly Satisfactory, the 6th point on a six-point scale, the main findings include: i) The project successfully delivered all planned outputs with a high level of quality, including capacity-building workshops, technical resources, capacity needs assessments, Road Map development, and multi-stakeholder dialogues. In several cases, it went beyond the original scope by providing additional tailored support to address country-specific requests; ii) Sustainability of the project was supported by strong socio-political commitment, alignment with national priorities, and the long-standing participation of beneficiary countries in the OfD Programme; iii) Financially, sustainability depends on institutionalizing and funding Road Map recommendations within national budgets, including policies, laws, strategic plans, and coordination mechanisms.

Recommendations: i) The upcoming Norway–UNEP cooperation on Energy for Development (EfD) should integrate targeted capacity-building support for OfD countries, responding to the capacity needs requested by the countries and highlighted in their Road Maps and building on the foundations established through the first phase of cooperation; ii) OfD countries should prioritize and take concrete actions to implement the Road Map recommendations in order to ensure sound environmental management of the oil and gas sector; iii) OfD countries should integrate the promotion and protection of human rights, gender equality, and the inclusion of marginalized and vulnerable groups as core principles during the implementation of the Road Map recommendations.

Source of Funding by Country: *Norway*

Key words: Oil and gas, Oil for Development, Norway, capacity building, risk reduction

Primary data collection period: May to July 2025

Field mission dates: 9 – 14 June 2025

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**Evaluation Terms of Reference available, with this report, in wedocs, link*

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List of acronyms and abbreviations

CNA	Capacity Needs Assessment
DEPI	Division of Environmental Policy Implementation
EA	Expected Accomplishment
EOU	Evaluation Office of UNEP
FMO	Financial Management Officer
GEF	Global Environment Facility
MCE	Ministry of Climate and Environment
MoU	Memorandum of Understanding
MTR	Mid Term Review
MTS	Medium Term Strategy
NCA	Norwegian Coastal Administration
NEA	Norwegian Environmental Agency
NGO	Non-Governmental Organisation
NOK	Norwegian Krone
Norad	Norwegian Agency for Development Cooperation
OfD	Oil for Development
PCDMB	Post-Conflict and Disaster Management Branch
PoW	Programme of Work
ProDoc	Project Document
SDG	Sustainable Development Goals
TE	Terminal Evaluation
ToC	Theory of Change
ToR	Terms of Reference
TSC	Technical Steering Committee
UNEP	United Nations Environment Programme
USD	United States Dollar

Project Identification Table

Table 1: Project Identification Table

UNEP SMA[1] ID:	30586	Grant ID[2] (if applicable):	
UNEP Management (Division/Branch/Unit):	Ecosystems Division, Resilience to Disasters and Conflicts Global Support Branch, Disaster Risk Reduction Unit.		
Implementing Partners:	UNEP-WCMC (SSFA)		
Sources of Funding:	*Country[3](ies):* Norway	*Institution[4] Name/Type: Norwegian Agency for Development Cooperation (Norad)*	
Relevant SDG(s):	SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all / Target 7a SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation / Target 9a SDG 13: Take urgent action to combat climate change and its impacts / Targets 13.1, 13.3 SDG 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development / Target 14.1, 14.2 SDG 15. Protect, restore and promote sustainable use of terrestrial ecosystems and halt and reverse land degradation and halt biodiversity loss / Target 15.1 SDG 16. Promote peaceful and inclusive societies for sustainable development, provided access to justice for all and build effective, accountable and inclusive institutions at all levels / Targets 16.6, 16.7		
MTS (all that apply):	2014-2017; 2018-2021; 2022-2025	UNEP approval date:	16.09.2016
POW Direct Outcome(s) number/reference[5] *(applicable for projects approved from 2022):* **OR** POW Output(s) number/reference[5] *(applicable for projects approved pre-2022):*	*POW Direct Outcome:*	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):*	*MTS 2025 Outcome:*
	POW Output: 2016-2019 •Training and technical assistance on institutional and legal frameworks provided to countries to improve national and local preparedness to respond to and mitigate environmental risks caused by industrial accidents (Disasters and Conflicts Sub-Programme); •Risk assessments and policy support delivered to countries, regions and UN partners, in order to catalyse environmental cooperation, system-wide coherence and practical mitigation action to address environmental factors contributing to		POW Expected Accomplishment: PoW 2016-2017, EA (a): The capacity of countries to use natural resources and environmental management to prevent and reduce the risk of disasters and conflicts is improved. Indicator (ii): Increased number of United Nations policies, programmes, and training courses on risk reduction that integrate best practices in sustainable natural resource management based on UNEP reports and inputs. PoW 2018-2019, EA (a) Countries and international partners integrate

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

	disaster and conflict risk (Disasters and Conflicts Sub-Programme)			environmental measures for risk reduction in key policies and frameworks. Indicator (ii): The number of international partners' policies on risk reduction that integrate best practices in sustainable natural resource management advocated by UNEP. PoW 2020-2021, EA (a) Countries and international partners integrate environmental measures for risk reduction in key policies and frameworks.
Sub-programme:	'Chemicals and Pollution Action' and 'Climate Action' (MTS 2022-2025)		Programme Coordination Project (if relevant):	Pollution and Health
Expected start date:[6]	01.09.2016		Actual start date:[7]	16.09.2016
Planned completion date:[6]	01.06.2021		Actual operational completion date:	31.12.2024
Planned project budget[8] at approval:	*Planned* Core Funding (regular budget, Environment Fund, etc.): USD 3,097,500			
	Planned Extra-budgetary Funds[9]: *Cash:* USD 2,760,000 *In-kind:* USD 337,500			
	***Total Planned Budget:* USD 3,097,500**			
Secured budget[10]	Secured Core Funding (regular budget, Environment Fund, etc.): Cash: 0			
	Secured Extra-budgetary Funds: Cash: USD 7,464,096 In-kind: USD 1,057,000			
	Total secured budget as of 31 Dec 2024: USD 8,521,096			
Actual expenditures reported:	Actual Core Funding expenditures reported as of 31 Dec 2024: 0			
	Actual Extra-budgetary Funds expenditures reported as of 31 Dec 2024: Cash: USD 7,299,580 In-kind: USD 1,057,000			
	Total actual expenditures reported as of *insert date*: *USD 8,356,580*			
First disbursement:	25 October 2016		*Planned* date of financial closure:	31 Dec 2025
No. of formal project revisions:	Revision 1 (29.10.2019) Revision 2 (January 2021) Revision 3 (10.11.21) Revision 4 (28.12.22)		Date of last approved project revision:	28.12.2022
No. of Steering Committee meetings:	7 Annual Steering Committee Meetings have been held, with 12 additional Technical Steering Committee Meetings held		Date of Last Steering Committee meeting:	16-18 Jan 2024
Mid-term Review/ Evaluation[11] *(required or not required):*	UNEP requirement:	Y	Mid-term Review/ Evaluation actual date:	Nov 2018
	Donor requirement:	Y		

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

Terminal Evaluation *(planned date)*:	December 2021	Terminal Evaluation actual date:	April 2025
Coverage - Country(ies):	Angola, Colombia, Cuba, Ghana, Iraq, Lebanon, Kenya, Mozambique, Myanmar, Somalia, South Sudan, Sudan, Tanzania/Zanzibar and Uganda.	Coverage - Region(s):	Africa, Latin America and Caribbean, West Asia
Dates of previous project phases:	N/A	Status of future project phases:	New initiative under the Norway Energy for Development (EfD) Programme being developed

Executive Summary

Project background

1. The UNEP project "Strengthening the environmental management of the oil and gas sector in fragile and developing countries" (PIMS ID 1957– SMA ID 30586) was implemented in Angola, Colombia, Cuba, Ghana, Iraq, Lebanon, Kenya, Mozambique, Myanmar, Somalia, South Sudan, Sudan, Tanzania/Zanzibar and Uganda with USD 7,337,829 funding from Norway and USD 1,057,000 in co-finance. The project was implemented between 2016 and 2024.

2. The steady rise of oil prices since 1999 resulted in increased investment in oil exploration world-wide. The discovery of substantial reserves of oil and natural gas, especially in developing countries, offers a significant opportunity in the social, economic and political development of any country. However, without the adequate legal frameworks, institutions, systems, and technical capacities in place, the oil industry poses significant disaster risks stemming from major accidents as well as routine operations that cause major environmental damages, impacting public health and livelihoods and fomenting social unrest, as was the case in Ogoniland, Nigeria.

3. The Government of Norway and UNEP agreed to collaborate, through Norway's Oil for Development (OfD) Programme, to enhance national capacities for improved environmental management of the oil industry in OfD supported countries and reduce the environmental risks associated with the oil industry. The collaboration built on UNEP's experience in Nigeria and other disaster-prone countries, leveraging its in-house expertise across several UNEP Divisions and established network of partners, which aimed to complement technical assistance provided by Norwegian OfD experts.

4. The objective of the project was to support the above listed countries receiving assistance from Norway's OfD Programme in strengthening their environmental oversight of the oil industry, thereby reducing both acute and chronic risks linked to hydrocarbon exploration and production. Achieving this objective was expected to lead to national governments in OfD-supported countries be better equipped to implement and enhance environmental management practices across the entire oil and gas industry lifecycle—from pre-operation and exploration to production and post-operation—ultimately reducing the environmental and disaster risks associated with the sector.

This evaluation

5. The evaluation sought to assess project performance (in terms of relevance, effectiveness and efficiency) and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The evaluation also assessed the performance of the project management team and governance arrangements in applying internationally accepted criteria. Factors affecting the performance of the project were also explored. It assessed performance against nine evaluation criteria and assigned a score from a six-point scale. The evaluation had two primary purposes: accountability and learning. Data collection methods included: field observations, in-depth interviews, Focus Group Discussions 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

6. The strongest performing aspects included the project's full alignment with UNEP's Medium-Term Strategy (MTS) and Programme of Work (PoW), its consistency with global, regional, and national priorities, and its complementarity with Norway's OfD Programme. The effective coordination between the dedicated Project Team and the Technical Steering Committee, with Norwegian partners providing consistent guidance and support contributed to successful achievement of the project objectives. The strong stakeholder engagement and ownership, alongside active participation from diverse stakeholders and in-kind contributions from institutions were also key factors for success

7. Although there was initial confusion over roles and responsibilities between UNEP and Norwegian institutions within the Technical Steering Committee, and delays in delivery that required adaptive management to stay on track, no major weaknesses were seen throughout implementation.

8. The following table provides a consolidated summary of evaluation ratings assigned across UNEP criteria. These ratings reflect the evaluator's integrated assessment of project relevance, performance, and sustainability dimensions based on evidence gathered through document review, interviews, and financial analysis.

Table 2: Summary of project ratings[12]

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

Conclusions summary

9. The project successfully delivered all planned outputs with a high level of quality, including capacity-building workshops, technical resources, capacity needs assessments, Road Map development, and multi-stakeholder dialogues. In several cases, it went beyond the original scope by providing additional tailored support to address country-specific requests. For instance, while targets were fully achieved for Outputs A, C, and E, those for Outputs B and D were surpassed. There have been strong uptake among beneficiary countries, with clear evidence of impact through the strengthening of national regulatory frameworks and the promotion of better cooperation among institutions. Capacity built under the project has been applied directly in national contexts, for example in the review of Environmental Impact Assessments (EIAs) and the drafting of oil spill contingency plans.

[12] Most criteria were 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).

10. Sustainability of the project was supported by strong socio-political commitment, alignment with national priorities, and the long-standing participation of beneficiary countries in the OfD Programme. National ownership was fostered through officially nominated focal points, stakeholder cooperation, and alignment with regional and global environmental commitments, though some moderate institutional risks remain.

11. Financially, sustainability depends on institutionalizing and funding Road Map recommendations within national budgets, including policies, laws, strategic plans, and coordination mechanisms. Institutionally, the project strengthened legal and regulatory frameworks, improved inter-agency cooperation, and built technical capacity in contingency planning, EIA review, and policy dialogue, while embedding knowledge through training, mentoring, and academic integration. Beneficiary countries, having received high-quality and fit-for-purpose trainings from UNEP, expressed eagerness for continued capacity building to further consolidate and expand these achievements.

Lessons Learned

12. **Lesson 1** - Effective governance and clear roles are essential: In a multi-institutional steering committee, clearly defining roles from the outset is essential for ensuring effective governance, enhancing coordination, and minimizing confusion.

13. **Lesson 2** - Dedicated project team and strong partner support are critical: Successful project implementation depends on having committed staff and receiving timely technical and financial support from partners that would ensure that activities are carried out effectively and objectives are achieved.

14. **Lesson 3** - Flexibility in project implementation ensures continuity: Using adaptive approaches, such as virtual trainings and online meetings, made it possible for the project to continue moving forward and sustain progress even when faced with unexpected challenges like the COVID-19 pandemic.

Recommendations

15. **Recommendation 1**: It is suggested that the upcoming Norway–UNEP cooperation on Energy for Development (EfD) could integrate targeted capacity-building support for OfD countries, responding to the capacity needs requested by the countries and highlighted in their Road Maps and building on the foundations established through the first phase of the cooperation.

16. **Recommendation 2**: It is recommended that greater investment be directed towards academic uptake and capacity building in environmental governance to ensure the sustainability of trainings delivered under the project. Such investment should come not only from the OfD countries but also be supported by UNEP and Norway through the new EfD project, thereby strengthening institutional capacities and embedding knowledge within academic and professional structures for long-term impact.

17. **Recommendation 3**: It is recommended that OfD countries prioritize and take concrete actions to implement the Road Map recommendations in order to ensure sound environmental management of the oil and gas sector.

18. **Recommendation 4**: It is recommended that OfD countries integrate the promotion and protection of human rights, gender equality, and the inclusion of marginalized and vulnerable groups as core principles during the implementation of the Road Map recommendations.

1 THE PROJECT

1.1 Context

1.1.1 Intervention context

19. The steady rise of oil prices since 1999 resulted in increased investment in oil exploration world-wide. New oil reserves have been found around the world, including in developing countries where there is no history of oil exploration and production. For example, 12 countries in Africa have discovered major oil reserves, and oil industry experts believe that more than 50 percent of the growth in oil production will come from developing countries in the coming decade (ProDoc, 2016).

20. When managed in an efficient, inclusive and equitable manner and with environmental management systems and safeguards in place, the oil industry can drive social and economic growth and enhance human development over the long term. Norway is an example country where the oil industry has been effectively managed. The discovery of substantial reserves of oil and natural gas, especially in developing countries, offers a significant opportunity in the social, economic and political development of any country. However, without the adequate legal frameworks, institutions, systems, and technical capacities in place, the oil industry poses significant disaster risks stemming from major accidents as well as routine operations that cause major environmental damages, impacting public health and livelihoods and fomenting social unrest, as was the case in Ogoniland, Nigeria.

21. The Government of Norway and UNEP agreed to collaborate, through Norway's Oil for Development (OfD) Programme, to enhance national capacities for improved environmental management of the oil industry in OfD supported countries and reduce the environmental risks associated with the oil industry. The collaboration built on UNEP's experience in Nigeria and other disaster-prone countries, leveraging its in-house expertise across several UNEP Divisions and established network of partners, which aimed to complement technical assistance provided by Norwegian OfD experts.

1.1.2 Institutional context

22. Norway is one of the few countries in the world which has developed its oil and gas industry with a very long-term development perspective and in an environmentally acceptable manner. This is done primarily by employing state of the art technology for environmental management during the entire life cycle of the industry from exploration to production. Environmental management of oil industry is overseen by the Norwegian Environmental Agency (NEA) which is independent of the Ministry of Energy. Norway has established a world class institute (Petrad Foundation) for training on petroleum related issues for all their civil servants who need to work with the oil industry. It has also ensured that the revenue stream from the oil is not skewing the economy and resulting in redundancies or efficiencies in other economic sectors.

23. To help other countries gain from Norway's experience, especially developing countries which have discovered or already had oil and gas resources, Norway established its OfD programme in 2005. The operative goal of the OfD programme was "economically, environmentally and socially responsible management of petroleum resources which safeguards the needs of future generations". Based on their country selection criteria, the

OfD programme cooperated with 14 countries in Africa, Asia, the Middle East and Latin America[13].

24. From the outset, environmental concerns were included in the design of the OfD programme. Since the programme inception, several Norwegian institutions were involved in implementing environmental activities while the focus on "holistic" country programmes, including resource, finance, environment and safety, and the cross-cutting dimensions of anti-corruption, gender and climate, have gained increasing importance in the later years. In order to the deliver its environmental component, the OfD-programme involved a wide array of Norwegian implementing institutions, comprising the Norwegian Ministry of Climate and Environment (MCE), NEA, Norwegian Coastal Administration (NCA). OfD also supported civil society organizations working on environmental issues in Norway and in partner countries.

25. The OfD evaluation "Facing the Resource Curse: Norway's Oil for Development Programme", carried out in 2012, identified the importance of ensuring a more integrated support to countries and suggested strategic co-operation with other partners including UN agencies to deal with the capacity constraints. The review identified capacity constraints within Norway to support multiple countries that have the potential of benefiting from OfD support. It further recommended the need to expand the scope of capacity-building activities beyond the public sector and work with other non-state actors, in order to enhance capacity development as well as environmental management in the oil sector in OfD supported countries.

26. In 2014, the OfD Steering Group approved an activity plan to strengthen the programme's environmental component, including assessing potential new partners that could help scale up OfD's environmental work. The Norwegian environmental institutions welcomed the possibility of working with external partners that could provide broader support that complements Norwegian expertise. Based on UNEP's extensive experience working with governments in monitoring, assessment and capacity building in the oil industry and, in particular UNEP's experience in Nigeria, the OfD Board in October 2015 approved a strategic collaboration with UNEP.

27. The project was approved by the UNEP Project Review Committee on 16 September 2016, and the project document was signed on the same date. The project was implemented by the UNEP Disaster Risk Reduction in the Post-Conflict and Disaster Management Branch (PCDMB) from 16 September 2016 to 31 December 2024. The implementation partners were the Norwegian institutions that included the Norwegian Agency for Development Cooperation (Norad), the Ministry of Climate and Environment (MCE), and the Norwegian Environmental Agency (NEA). The project contributed to the UNEP's Medium-Term Strategies 2014-2017; 2018-2021; and 2022-2025. Activities identified under the scope of this collaboration between the OfD Programme and UNEP harmonized with UNEP's PoW Expected Accomplishment 2016-17, PoW 2018-2019, and PoW 2020-2021. The project contributed mainly to the Disasters and Conflicts Sub-Programme's Expected Accomplishment-1 (EA1) on risk reduction and EA2 on response and recovery and their corresponding outputs. However, the Project also mutually reinforced other Sub-Programmes, namely Resource Efficiency, Chemicals & Waste and Environmental Governance.

28. The project was initially designed for a duration of 57 months and funded (100%) for an amount of USD 2,760,000 (cash) by the Government of Norway. However, the project was

[13] Angola, Colombia, Cuba, Ghana, Iraq, Lebanon, Kenya, Mozambique, Myanmar, Somalia, South Sudan, Sudan, Tanzania and Uganda.

subjected to four revisions in October 2019, November 2020, October 2021, and December 2022 respectively. These revisions extended the project to 99 months, and the Government of Norway provided additional fundings of USD 2,855,511 and USD 1,800,000 during the first and fourth revisions respectively, bringing the total project budget to USD 7,337,829. A midterm review of the project was conducted by Norad in November 2018.

1.2 Results Framework

29. The objective of the project was to support fragile and developing countries receiving assistance from Norway's OfD Programme in strengthening their environmental oversight of the oil industry, thereby reducing both acute and chronic risks linked to hydrocarbon exploration and production. Achieving this objective was expected to lead to the following outcome: national governments in OfD-supported countries would be better equipped to implement and enhance environmental management practices across the entire oil and gas industry lifecycle—from pre-operation and exploration to production and post-operation—ultimately reducing the environmental and disaster risks associated with the sector.

30. By enhancing the technical capacity of national governments, the project would contribute to the following intermediate state: more effective programming and planning in OfD countries for improved environmental management across the entire oil industry value chain, which was expected to be implemented throughout the industry's value chain (exploration, extraction, production, remediation, etc). As a result, the following impacts are anticipated: vital natural resources and ecosystems that support local livelihoods can be protected, restored, or sustainably managed. This, in turn, helps to secure the industry's "license to operate" within local communities, thereby reducing the likelihood of social unrest, protests, and conflict.

31. Initially, the project was designed with four outputs aimed at achieving the intended outcome. A key component involved conducting a Capacity Needs Assessment (CNA) tailored to countries supported by the OfD Programme, enabling comparative analyses across these nations. Based on the CNA, training modules incorporating social and environmental safeguards, along with gender considerations, were to be developed and delivered to government personnel to enhance their capacity for effective environmental management in the oil and gas sector. One of the central outputs was the development of a comprehensive capacity development strategy, or "Roadmap," for environmental oversight of the oil industry, informed by the CNA and multi-stakeholder consultations. In response to requests from certain beneficiary countries, an additional output—Output E—was introduced during the first project revision in September 2019.

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

	Results Statement
Project objective	To enable fragile and developing countries, supported by the OfD Programme of Norway, to improve their environmental oversight of the oil industry and thus reduce acute and chronic risks associated with the exploration and production of hydrocarbon resources
Impacts	1. Environmental degradation and pollution as a result of routine oil operations are prevented or mitigated 2. Reduced incidences of social unrest, violence, conflict 3. Livelihoods and natural resource assets are protected from oil pollution / contamination 4. Lower risks of industrial accidents (oil spills, blow outs)

	Results Statement
Intermediate states	1. National programming and planning for improved environmental management of the oil industry in OfD countries to reduce disaster risks is effective
Project outcome	Governments in OfD countries take actions to improve the environmental management of their oil and gas sector
Outputs	Output A: Capacity needs assessment undertaken in OfD countries to identify capacity building needs and priorities Output B: Capacity building modules developed and delivered for government staff in OfD countries Output C: Roadmaps developed in OfD countries to provide long-term strategy for Capacity Development Output D: National dialogue and awareness-raising activities facilitated between government, industry and civil society Output E: Technical assistance provided to OfD country Environmental Ministries/Agencies to enhance management and regulation of the oil and gas sector

1.3 Project Implementation Structure and Partners

32. According to the project document, the overall agreement for collaboration was between the Norwegian Agency for Development Cooperation (NORAD) and UNEP at the corporate level. At the operational level, the OfD team and UNEP's Division of Environmental Policy Implementation (DEPI) (now Ecosystems Division) collaborated to deliver the project outputs. Post-Conflict and Disaster Management Branch (PCDMB) (now Resilience to Disasters and Conflicts Global Support Branch) based in Geneva and operating under the UNEP Ecosystems Division, coordinated and led the project. The OfD appointed an Agreement Coordinator to serve as the primary contact for managing the agreement. The Agreement Coordinator was responsible for: (i) organizing annual meetings, (ii) preparing meeting minutes, and (iii) reporting to the OfD Project Steering Committee.

33. The main technical collaboration was between the Norwegian Environmental Agency (NEA) and Ministry of Climate and Environment (MCE) from the Norwegian side and UNEP. The NEA Programme Coordinator was the focal point with UNEP on technical matters. The UNEP Programme and Technical Coordinator was the focal point from UNEP side.

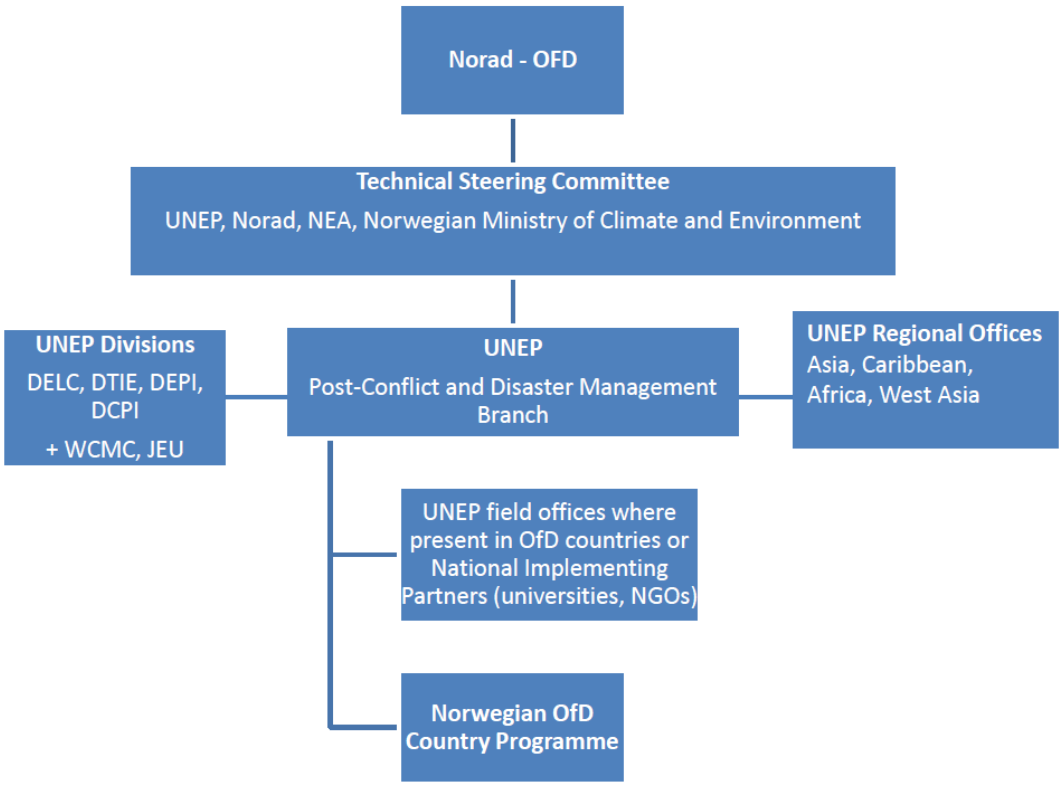
34. UNEP, together with NEA and MCE formed a Technical Steering Committee for the Project. Technical experts from UNEP as well as experts from NEA worked together in the countries to conduct Capacity Needs Assessment and, in consultation with the country counterparts, agreed on the specific capacity building elements to be undertaken in the countries.

35. Where UNEP is physically present in OfD countries (e.g. Colombia, Somalia, Sudan and South Sudan), it could rely on UNEP's country teams to provide logistical support and provide relevant expertise where appropriate. In other OFD countries where there was no UNEP presence, UNEP partnered with national institutions to provide project support services, including logistics.

36. Within UNEP, the Resilience to Disasters and Conflicts Global Support Branch undertook project co-ordination. Within Norad, the OfD Secretariat had the primary responsibility for oversight. An annual meeting was designed to review overall progress of the cooperation between UNEP and Norway OfD programme, address emerging issues and priorities, agree on next steps and approve any major decisions.

37. Existing UNEP staff in the Resilience to Disasters and Conflicts Global Support Branch with oil and gas expertise provided technical guidance and support to the Project. One P4 staff was required to function as the Project Coordinator. Other UNEP staff from other Divisions and collaborating Centres with relevant experience contributed to capacity building activities as needed.

Figure 1: Organigram of the Project Management Structure



1.4 Stakeholders

38. The project identified a broad range of stakeholders, including the Government of Norway and its national institutions involved in implementing the Oil for Development (OfD) Programme—such as Norad, MCE, NEA, NCA—as well as national disaster institutions in OfD partner countries, national counterparts to the OfD Programme, private and state-owned oil and gas companies, and civil society organizations including academia and NGOs. The project document clearly outlined the roles, responsibilities, and levels of involvement of each stakeholder group. Based on their influence and level of interest, stakeholders were categorized into four groups—A, B, C, and D—as illustrated in Figure 2. Table 4 summarizes their actual involvement in the project.

Figure 2: Stakeholders Interest/influence matrix

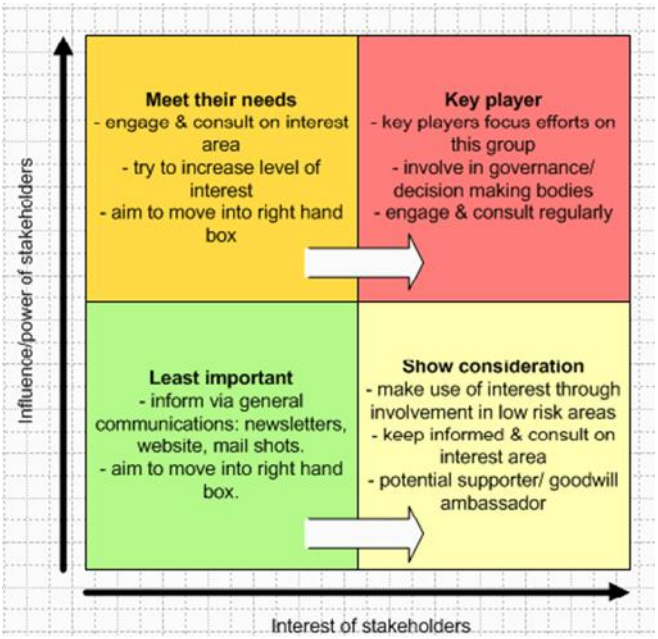


Table 4: Categorization and involvement of stakeholders

Stakeholders	Power they held over the project results / implementation and the level of interest	Did they participate in the project design, and how	Roles & responsibilities in project implementation	Changes in their behaviour through implementation of the project
Type A: High power over the project / high interest = Key player				
Government of Norway, Oil for Development Programme	As the principal donor of the Project, OfD Secretariat and OfD Country Programmes played a key role in determining which countries UNEP would engage and on what basis	UNEP was in consultations with OfD for over 2 years on the collaboration.	Principal donor of the Project – oversight role via annual meeting with UNEP	Results of the Capacity Needs Assessments in the countries provided strategic direction and directly fed into OfD programming (at global and national levels). Project provided complementary capacity building support to Norwegian technical assistance and expanded its scope through request from Norwegian Institutions
Government of Norway, National Environmental Institutions implementing the OfD	Had the lead technical role in delivering the OfD environmental pillar in OfD countries. Provided specific, more advanced technical assistance	Consultations with NEA and MCE for over 2 years	Provided guidance and support during tri-annual meetings with UNEP.. Co-delivery of capacity building	Project identified capacity building needs and priorities, which informed planning and programming by the Norwegian environmental

Stakeholders	**Power they held over the project results / implementation and the level of interest**	**Did they participate in the project design, and how**	**Roles & responsibilities in project implementation**	**Changes in their behaviour through implementation of the project**
environmental pillar	to OfD countries. It was key in identifying national capacity building needs and request for UNEP support in core thematic areas.		training with UNEP	experts. Additional capacity building provided by UNEP upon request from countries and Norwegian Institutions
National environmental institutions, in OfD supported countries	Possess environmental expertise based on country knowledge and experience. Have the legal/institutional mandate to oversee environmental management in their country. The Project enhanced their institutional mandates and roles and therefore they will have a high stake in the Project.	OfD undertook consultations; they were further consulted on more specific engagements once the Project was underway.	Participated in the Capacity Needs Assessment and development of the Road Map on Environmental Management of the Oil Industry and subsequent endorsement of results, and also in capacity building workshops and trainings Some participated (e.g. in Kenya and Uganda) as technical resource persons in trainings/capacity building activities organized by UNEP for national agencies and other non-state actors.	The Project enhanced their capacities for improved environmental management of the oil industry and promoted constructive dialogue/engagement with the oil industry/sector. With improved capacities, government staff from environmental institutions would have greater awareness and become more empowered to exercise their designated roles and responsibilities.
Type B: High power over the project / low interest over the project = Meet their needs				
National disaster management institutions, in OfD supported countries	Possess disaster management expertise based on country knowledge and experience. Generally, had the legal/institutional mandate to oversee disaster management in their country (although this may vary across OfD countries). The Project's objectives would help reinforce national priorities/strategies	OfD undertook consultations; they were further consulted on more specific engagements once the Project is underway.	Participated in the Capacity Needs Assessment and development of the Road Map on Environmental Management of the Oil Industry, and also in capacity building workshops and trainings. Some, such as Maritime or Petroleum Authorities, participated as technical	The Project enhanced their understanding and awareness of the environmental risks associated with oil industry operations. By improving environmental management practices in the oil industry, the Project contributes to reducing disaster risk and supports national disaster management priorities.

Stakeholders	**Power they held over the project results / implementation and the level of interest**	**Did they participate in the project design, and how**	**Roles & responsibilities in project implementation**	**Changes in their behaviour through implementation of the project**
	related to disaster risk management, although they may not necessarily prioritize environment (this varied across OfD countries).		resource persons in trainings/capacity building activities organized by UNEP for national agencies and other non-state actors.	
Main national government counterpart for the OfD programme	Had the primary responsibility for ensuring that the oil industry contributes to national development priorities. As the national focal point of the OfD country programme, they were responsible for delivering across all pillars and environment may not be regarded as a priority.	OfD had been undertaking ongoing consultations; they were further consulted on more specific engagements once the Project is underway.	Nominated OfD Country focal points and other main counterparts participated in the Capacity Needs Assessment and development of the Road Map on Environmental Management of the Oil Industry, and the subsequent endorsement of Project results, and also in capacity building workshops and trainings. Provided overall strategic guidance on OfD programming in-country for capacity development.	The Project raised their awareness of environmental risks related to the oil industry, so that environmental management of the oil industry is given higher national priority and contributes to long-term sustainable development of the country's oil industry.
Private sector and state-owned oil companies operating in OfD countries	Undertakes oil / gas operations without necessarily applying environmental management best practices in a systematic and standardized manner. Environment may not be regarded as a priority, but they have a high interest to maintain their "License to Operate" in local communities.	Participated in the Capacity Needs Assessment and development of the Road Map on Environmental Management of the Oil Industry.	The Project built a culture of accountability and put pressure on oil companies to apply best practices. Engaged with national government counterparts to implement improved environmental management guidelines/consid	Private sector and state-owned oil companies operating in OfD

Stakeholders	**Power they held over the project results / implementation and the level of interest**	**Did they participate in the project design, and how**	**Roles & responsibilities in project implementation**	**Changes in their behaviour through implementation of the project**
			erations, including as part of national disaster management strategies.	
Type C: Low power over the project / high interest over the project = Show consideration				
Civil society actors – NGOs, academia, media, local oil industry experts, local communities /local representatives/local leaders	Experience first-hand the environmental and social impacts of poor environmental management practices in the oil industry and therefore should have a high interest in the Project. Typically, it would have limited awareness or understanding of the environmental issues and international best practices in the oil industry. However, in some cases, they may have technical experience and capacity to share.	OfD had been undertaking ongoing consultations; they were further consulted on more specific engagements once the Project was underway.	Participated in the Capacity Needs Assessment and development of the Road Map on Environmental Management of the Oil Industry and in the national dialogues as well Engaged the multi-stakeholder dialogues with government and the oil industry. Participated in awareness raising and capacity building activities.	The Project enabled civil society actors to become stronger public advocates for improved environmental management in the oil industry and thus engage in constructive dialogues with governments and the oil industry. Through trainings of instructors and university curricula in some countries, the Project enhanced the supply of trained local experts to provide technical support on environmental management to government, NGOs as well as oil companies. The Project also worked with local experts with expertise to share to provide trainings.
Bilateral/multi-lateral agencies in the regions	Key donors in the region supporting the sustainable development of the oil industry in OfD countries. Environment was likely to be a priority, and hence they would have a high interest in the Project.	OfD had been undertaking ongoing consultations; they were further consulted on more specific engagements once the Project was underway.	Contributed inputs to the Capacity Needs Assessment and development of the Road Map on Environmental Management of the oil industry. Was consulted and invited to multi-stakeholder dialogues.	Results of the Project's Capacity Needs Assessment and Roadmap may be used by key donors to identify capacity building needs and resource gaps and inform their own programming. Hence, the Project expects to provide opportunities for resource mobilization from other donors.
Type D: Low power over the project / low interest over the project = Least important				

Stakeholders	Power they held over the project results / implementation and the level of interest	Did they participate in the project design, and how	Roles & responsibilities in project implementation	Changes in their behaviour through implementation of the project
National Government institutions / agencies involved in other development sectors (e.g. agriculture, water, housing, health, etc.)	Because oil development and environmental management are generally outside their institutional remit, these actors would not necessarily show high interest in the project.	N/A	Contributed inputs to the Capacity Needs Assessment and were consulted through multi-stakeholder dialogues	The Project's Capacity Needs Assessment methodology provided a good model for other Government ministries/ institutions to adopt/adapt when establishing capacity baselines and priorities. Awareness-raising activities also demonstrated linkages with priorities of other development sectors, for instance in relation to urban planning, public health, and water resource management. Lessons learned in cleaner production technologies and infrastructure in the oil industry can thus be applicable in other sectors and industries.

1.5 Changes in Design during Implementation

39. The project encountered several implementation challenges, including unforeseen delays and the impact of the COVID-19 pandemic. Furthermore, Norwegian institutions, including NEA, NCA, and Norad, highly valued UNEP's contributions and requested continued involvement beyond the original 2021 planned end date. As the global OfD Programme approached closure, Norway extended selected country programmes through 2023 and 2024 and asked UNEP to continue supporting the Environmental Component. To address these and expand the project's scope, the implementation period was extended through four project revisions.

40. In response, the project team made changes to the project design—including outcomes, outputs, and indicators—are detailed in Table 5 and Table 6, with modifications highlighted in blue. Notably, there were significant changes to the outcome indicators to better reflect progress and impact. While the titles of Outputs A and B were only slightly revised for clarity, more substantial changes were made to the indicators and targets associated with the outputs. Additionally, a new Output E was introduced in response to specific requests from partner countries, aimed at enhancing technical capacity-building support in environmental management within the oil and gas sector.

Table 5: Changes to Project Outcome

Outcome	Indicators	
	At design	**After revisions**
Governments in OfD countries take actions to improve the environmental management of their oil and gas sectors	Indicator: Number of recommendations resulting from the Road Map for Capacity Development implemented by OfD countries *Baseline: 0;* *Target*: 2 recommendations implemented per OfD country	Indicator A: Number of OfD countries officially endorsing recommendations and outline implementation plan based on the Roadmaps for Capacity Development and/or prioritized actions *Baseline 0; Target*: At least 6 OfD countries, where UNEP is delivering country level assistance, endorse recommendations and outline implementation plan based on the Roadmaps for Capacity Development and/or prioritized actions Indicator B: National policies, programmes, process or SOPs developed and initiated to improve environmental management of upstream oil and gas sectors in OfD countries where UNEP is delivering assistance *Baseline 0; Target*: At least one national policy, programme, process or SOP developed in OfD countries (At least 8 in total)

Table 6: Changes to Project Outputs

Outputs	Indicators	
	At design	**After revisions**
Output A - At design: Joint Capacity Needs Assessment undertaken in each OfD country to identify capacity building needs and priorities submitted to national governments and stakeholders for endorsement 1st revision: Institutional Capacity Needs Assessment undertaken in each OfD country to identify capacity building needs and priorities submitted to OfD environmental national government focal points for endorsement	Indicator: Number of Joint Capacity Needs Assessments completed in OfD countries, which include gender considerations and the role of women in environmental management of the oil industry, submitted for endorsement by national government and stakeholders *Baseline: 0;* *Target*: 12 assessments completed and submitted for endorsement	Indicator A: Number of institutional CNA completed in OfD countries, which include gender considerations and the role of women in environmental management of the oil industry *Baseline: 0;* *Target*: 12 assessments completed Indicator B: CNA shared with and endorsed by OfD national government focal points and other stakeholders in 6 OfD countries where UNEP is delivering assistance at country level *Baseline: 0;* *Target*: CNA endorsed in 6 OfD countries
Output B: Capacity building modules developed and delivered for government staff in OfD countries which result in prioritized actions to address capacity needs/gaps and their implementation	Indicator A: Number of capacity building /introductory modules developed and delivered on environmental management of the oil industry under the seven thematic areas identified, which include gender considerations *Baseline: 0; Target*: 6 (to be determined depending on the Capacity Needs Assessments completed in 12 OfD countries Indicator B: Percentage of trainees who demonstrate marked improvement in their understanding of and ability to apply concepts and practice related to sustainable environmental management of the oil industry, according to training evaluations and surveys *Baseline: To be determined;* *Target*: 80%	Indicator A Baseline: 0; Target: 20 modules developed Indicator B: no change Indicator C: At least 6 trainings at either national, regional, or global levels delivered to OfD countries each year which result in identifying prioritized capacity needs/gaps and proposed actions to address these *Baseline: 0;* *Target*: 44 trainings delivered

Outputs	Indicators	
	At design	**After revisions**
Output C: Roadmaps for Capacity Development developed in OfD countries and made available to governments and stakeholders which may include civil society, community representatives, academia, and/or the private sector	Indicator: Number of Roadmaps developed in OfD countries. *Baseline: 0;* *Target*: 12 Roadmaps	Indicator: No change *Baseline: 0;* *Target*: 6 Roadmaps
Output D: Multi-stakeholder dialogues and awareness-raising activities facilitated between government, industry and civil society (NGOs, media, academia)	Indicator A: Number of capacity building modules developed for civil society actors on environmental management of the oil industry, which include gender considerations and the role of women *Target*: to be determined depending on the Capacity Needs Assessments completed in 12 OFD countries Indicator B: Percentage of trainees who demonstrate marked improvement in their understanding of and ability to apply concepts *Baseline: To be determined* *Target*: 80% Indicator C: Number of multi-stakeholder fora / consultation events between government, civil society and oil industry *Baseline: 0;* *Target*: 2 in each OfD country	Indicator A: Number of packages for multi-stakeholder dialogues between government, industry and civil society actors completed *Baseline: 0;* *Target*: 18 multi-stakeholder packages Indicator B: Number of multi-stakeholder fora / consultation events convened between government, civil society and oil industry at national, regional or global levels to identify key capacity challenges related to environmental management in the oil and gas sector *Baseline: 0;* *Target*: 9 national level events and 18 regional/global events organized to bring together government, civil society and industry to address technical capacity gaps in OfD countries Indicator C: Number of independent stakeholders including civil society who attend the multi-stakeholder dialogues at national level *Target*: at least 30% of attendees are non-government actors
Output E: Technical assistance provided to OfD country Environmental Ministries/Agencies to enhance management and regulation of the oil and gas sector		Indicator: Number of technical assistance (TA) packages provided to OfD country Environmental Ministries/Agencies and other ministries/agencies relevant to environmental management of the oil and gas sector, which address identified/prioritized capacity gaps *Baseline 0:;* *Target*: 7 TA provided to countries

1.6 Project Financing

41. As outlined in the project document (ProDoc), this five-year Project was fully funded (100%) for an amount of $2,760,000 (cash) by the Government of Norway. Since the Project's activities were designed to be implemented within the existing OfD country programmes, no additional funding partners were required for its execution.

42. As previously discussed, the Project underwent four extensions through formal revisions, two of which included additional funding allocations. In 2019, the first costed revision provided an additional USD 2,904,096, followed by a second costed extension in 2022,

which contributed a further USD 1,800,000. With these additional funding allocations, the total amount granted by the Government of Norway for the Project amounted to USD 7,464,096, all of which was secured.

43. Project initially planned for in-kind contributions of USD 337,500 from regular budget staff-post costs. In the end, a total amount of USD 527,500 as in-kind contribution provided by UNEP staff time was secured. In addition, during implementation, various project partners and stakeholders—including the BRS Secretariat, Nairobi Convention Secretariat, International Maritime Organization, UNEP branches, the International Energy Agency, the International Tanker Owners Pollution Federation Limited, the Indian Ocean Commission, UNEP Africa Regional Office, UNEP Energy and Climate Branch, as well as national institutions such as the Uganda Wildlife Authority, and the Petroleum Commission of Ghana—collectively contributed an estimated additional USD 530,000[14] in-kind co-financing (Table 7).

Table 7: Project funding sources

Funding source *All figures as USD*	**Planned funding**	**% of planned funding**	**Secured funding**[15]	**% of secured funding**
Cash				
Funds from the Environment Fund				
Funds from the Regular Budget				
Extra-budgetary funding (listed per donor):	2,760,000	100%	7,464,096	100%
Sub-total: Cash contributions	*2,760,000*		7,464,096	
In-kind				
Environment Fund staff-post costs				
Regular Budget staff-post costs	337,500	100%	527,500	100%
Extra-budgetary funding for staff-posts (listed per donor)				
Sub-total: In-kind contributions	*337,500*		*527,500*	
Co-financing*				
Co-financing cash contribution				
Co-financing in-kind contribution			530,000	100%
Sub-total: Co-financing contributions			*530,000*	
Total			**8,521,596**	

*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.

[14] Data provided by the project team
[15] Secured funding refers to received funds and does not include funding commitments not yet realised.

2 EVALUATION METHODS

2.1 UNEP's Evaluation Approach

44. In line with UNEP Evaluation Policy and the UNEP Project and Programme Management Manual, this Terminal Evaluation (TE) was undertaken at operational completion of the UNEP project "Strengthening the environmental management of the oil and gas sector in fragile and developing countries" (PIMS ID 1957 / SMA ID 30586) to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The TE also assessed the performance of the project management team and governance arrangements in applying internationally accepted criteria. Factors affecting the performance of the project were also be explored.

45. The main target audiences for the evaluation findings are UNEP, the Government of Norway and its involved institutions (Norad, MCE, NEA, NCA, etc.) and the institutions of the OfD countries including Ministries of Energy and Environment, National Environmental Agencies, Oil and Gas Regulatory Authorities, and Disaster Risk Management Institutions.

46. The evaluation was carried out using a set of nine 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).

47. Most evaluation criteria were 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 was rated from Highly Favourable (HF) to Highly Unfavourable (HU). The ratings against each criterion were 'weighted' to derive the Overall Project Performance Rating. The greatest weight was placed on the achievement of outcomes, followed by dimensions of sustainability.

48. The UNEP Evaluation Office has developed detailed descriptions of the main elements required to be demonstrated at each level (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.

49. In addition to the nine evaluation criteria outlined above, the evaluation addressed three strategic questions (listed below) 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.

    - In what ways, and to what extent, have the needs and interests of differentiated groups been considered in the implementation and monitoring of the project?
    - In what ways, and to what extent, were the recommendations from the Mid Term Review actioned upon?
    - What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance?

50. This evaluation adopted a participatory approach, consulting with project team members, partners and beneficiaries at several stages throughout the process. Central to the evaluation was the analysis (and reconstruction) of the project's Theory of Change (ToC). Consultations were held 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, is presented in this final evaluation report and has been used throughout the evaluation process.

2.2 Data Collection

2.2.1 Primary data sources

51. The terminal evaluation was conducted through a desk review of a complete and comprehensive set of project documentation provided by the project team. The reviewed materials included annual, progress, and financial reports; reports from Technical Steering Committee meetings; and monitoring reports at both output and outcome levels. In addition, the evaluation reviewed key deliverables related to the five project outputs, such as training workshop reports, capacity needs assessment reports, and national and regional Roadmaps (as listed in Annex IV). These documents formed the basis for assessing the project's relevance, effectiveness, efficiency, and sustainability.

52. Given the project's focus on capacity building, there were no designated executing agencies at the national level. Instead, the project relied on the OfD Programme country focal point institutions to coordinate activities among relevant national stakeholders. These focal point institutions were among the key stakeholders that were interviewed or surveyed during the data collection phase.

53. During the inception phase of the terminal evaluation, and in consultation with the UNEP Evaluation Office and the project team, it was agreed to conduct field visits to Uganda and Kenya. These countries were selected for reasons of cost-effectiveness, given their geographical proximity, and to enable a comparative perspective: Uganda had developed a national roadmap, while Kenya had not. The evaluation mission was scheduled to take place from 9 to 14 June 2025. Due to a flight issue, the evaluator arrived in Kenya on Monday, 9 June 2025, instead of the originally planned Sunday, 8 June 2025. As a result, scheduled in-person interviews with the National Environment Management Authority (NEMA) and the Kenya Maritime Authority (KMA) were missed. These interviews were subsequently conducted online after the field mission. The remaining interviews scheduled during the field mission were successfully held with eight key stakeholders, and 18 individuals were interviewed—11 men and 7 women—representing government agencies and regulatory bodies, which were OfD country focal points, and project partners.

54. In addition to the field visits, remote interviews were conducted with key individuals involved in the project's design, implementation, and oversight. These included the Head of the UNEP Disasters & Conflicts Branch; the UNEP Project Manager and members of the project team; the UNEP Financial Management Officer; and representatives from the Norwegian institutions NORAD, NCA, and NEA. Noting that one person from NORAD did not respond to the request for a remote interview. In total, eight individuals were interviewed remotely—three women and five men—providing valuable insights into the project's coordination, financial management, and strategic alignment with donor priorities.

55. In agreement with the project team, the online survey carried out was limited to OfD country focal points and did not extend to individual training participants, as the number of beneficiaries was too large (1594 training participants) to manage effectively through this method. Moreover, comprehensive feedback had already been collected by the project team capturing participants' reflections on the capacity built such as national-level improvements in environmental management or professional enhancement resulting from the trainings received in the oil and gas sector. The survey thus targeted the OfD country focal points from Colombia, Ghana, Iraq, Mozambique, Somalia, and Tanzania/Zanzibar. To ensure accessibility and encourage responses, the survey was made available in Spanish, Portuguese, and English for focal points in Colombia and Mozambique, respectively. Out of the six OfD country focal points targeted, four responded to the survey, providing valuable feedback on their experiences and perspectives regarding the project's implementation and impact in their respective countries. The list of interviewees and survey respondents is provided in Annex III of this report.

56. Given the nature of the project, data regarding ethics and human rights issues were not collected through the surveys and interviews. Instead, the assessment was based on whether this criterion was considered during the CNA and the development of the road maps. All information was collected according to relevant United Nations Evaluation Group (UNEG) guidelines and UN standards of conduct.

Table 8: Evaluation respondents and field visits

Stakeholders - Individuals			**A. Total number involved (M/F)**	**B. Number contacted (M/F)**	**Sample size (% B/A)[16]**	**C. Total number responded Total (M/F)**	**Response rate (% C/B)[17]**
Project Team	**Project Team** (with management responsibilities e.g. Project Management Unit)	UNEP	8 (5/3)	5 (2/3)	62.5%	5 (2/3)	100%
		OfD country focal points (interviews + surveys)	26 (14/12)	25 (14/11)	96%	15 (7/8)	60%
Beneficiari	**Direct Beneficiaries:** (e.g. duty bearers, gatekeepers, training participants, etc.)		1594	10 (6/4)*	N/A	8 (5/3)	80%
Stakeholders - Entities			**A. Total number involved**	**B. Number contacted**	**Sample size (% B/A)[18]**	**C. Total number responded**	**Response rate (% C/B)[19]**
Partners	**Project implementing/ executing partners** (receiving project funds)		1	1	100%	1	100%
	Project collaborating/ contributing partners[20] (not receiving project fund)		36	18	50%	12	66.7%

[16] Percentage of people involved in the project who were contacted.
[17] Percentage of people contacted who responded.
[18] Percentage of entities involved in the project who were contacted.
[19] Percentage of entities contacted who responded.
[20] Contributing partners may be providing resources as either cash or in-kind inputs (e.g. staff time, office space etc.).

	Region / country / locality[21]	A. Total number sites	B. Number sites visited	Sample Size (%B/A)[22]
Field Visits	Africa	**8**	2	25%
	Asia and the Pacific	**1**	0	0%
	Europe	**0**	0	0%
	Latin America and the Caribbean	**2**	0	0%
	North America	**0**	0	-
	West Asia	**2**	0	0%

* Beneficiary institutions contacted during missions in Kenya and Uganda

2.2.2 Strategies for inclusivity

57. During the inception phase, all the key stakeholders such as the OfD country focal points, the relevant national institutions, and the Norwegian institutions were informed by the project team on the evaluation exercise being undertaken and received the Inception Report. In addition, the UNEP Evaluation Office issued an official letter to inform stakeholders about the evaluation, which the evaluator used when reaching out to request online interviews or survey participation. Soft reminders were sent via email to those who had not yet responded to the survey or interview requests, several days before the specified deadline, to encourage participation and ensure feedback.

2.2.3 Secondary data sources

58. A complete and comprehensive set of project documentation was made available by the project team, thus the need to request additional materials from partners or during field visits was not needed.

2.3 Data Analysis

59. During data analysis for the development of emerging findings and for evaluation criteria rating, as far as possible, emerging findings were derived through triangulation of data from different sources that contributed to ensure the robustness and validity of the assessment. Whenever a potentially important finding was identified but it was not possible to triangulate (e.g., data/finding provided by a single source), this has been explicitly highlighted in the evaluation report.

60. The UNEP Evaluation Office's evaluation criteria ratings matrix[23], which was designed to comprehensively cover all evaluation criteria and to enhance the consistency and objectivity of ratings, was applied in the assessment of the project.

[21] In case of a global project, the unit of analysis is 'region'. In case of a regional or multi-country project, the unit of analysis is 'country'. In case of a single country project, the unit of analysis is 'locality', which could refer to a city, town, village, etc.
[22] Percentage of total number project sites in each region, country or locality that were visited.
[23] https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Funepazevalblobstorage.blob.core.windows.net%2Findependentevaluationtools%2FTERMINAL%2520EVALUATION%2520ESSENTIAL%2520TOOLS%2F04%2520TE%2520Evaluation%2520Criteria%2520Ratings%2520Matrix%252005.05.25.docx%3Fsv%3D2023-01-03%26ss%3Dbtqf%26srt%3Dsco%26st%3D2025-08-01T05%253A10%253A00Z%26se%3D2025-10-31T20%253A59%253A00Z%26sp%3Drl%26sig%3DQfjxHZiSWnYCKZuqQlHDXWZJcrtQ3Qh6C6sXuDd3jcM%253D&wdOrigin=BROWSELINK

2.4 Limitations and Mitigation Strategies

61. There were no limitations in terms of access to project documentation, which was complete and comprehensive. However, not all stakeholders contacted responded positively or were available for interviews. Additionally, conducting field missions in more than two countries and in other UN regions could have provided further insights and enriched the evaluation. Nevertheless, the data gathered and information available were sufficient to support a well-informed and evidence-based evaluation of the project.

2.5 Ethical Considerations

62. Throughout this evaluation process and in the compilation of the Final Evaluation Report, efforts have been made to represent the views of all groups of stakeholders. Data were collected with respect to ethics and human rights issues. During interviews, information was gathered after prior informed consent from people, all discussions remained anonymous, and all information was collected according to the UN 'Standards of Conduct'.

3 THEORY OF CHANGE AT EVALUATION

63. The project design included a Theory of Change (ToC) outlining the causal pathways from the identified problems, through the project's outputs and outcomes, toward the intended long-term impact. While the original TOC was generally sound, the evaluator reorganized certain elements to better capture the behavioural changes needed in the OfD countries to achieve lasting impact. Output E, introduced in the first project revision, was integrated into the TOC. Key revisions include the addition of Intermediate States, refined Impact Statements, and more clearly defined Drivers and Assumptions. The original TOC featured only one Intermediate State and five Impact Statements. One of these statements—"Lower risks of industrial accidents (oil spills, blowouts)"—was removed; another was reformulated as Intermediate State 2, while the remaining three were retained as Impact Statements 1, 2, and 3 in the revised TOC (Figure 3, Table 9). Moreover, although the original Drivers and Assumptions were highly relevant, they were reorganized to more clearly show their influence along the pathways from outputs to outcomes and from outcomes to Intermediate States. A new driver—promoting human rights, gender equality, and inclusion of persons with disabilities and/or those from marginalized or vulnerable groups—was also added (Driver 3).

64. For the long-term impacts to be achieved, a key precondition is the successful delivery of the project's five planned outputs—namely, needs assessment, capacity building, development of roadmaps, national dialogue and awareness raising, and technical assistance. These outputs are expected to support the achievement of the project outcome; whereby participating governments take concrete actions to strengthen environmental management in the oil and gas sector (Outcome). As a result of these actions it is anticipated that national programming and planning will advance toward improved environmental management practices aimed at reducing disaster risks (Intermediate State 1). This, in turn, is expected to lead to Intermediate State 2, where enhanced environmental management is implemented across the entire value chain of the oil and gas industry. Ultimately, these progressive changes are intended to produce long-term impacts: the prevention of environmental degradation and pollution from routine oil operations and protection of livelihoods (Impact Statement 3); a reduction in social unrest, violence, and conflict (Impact Statement 2); and the safeguarding of natural resource assets from oil-related pollution and contamination (Impact Statement 1).

65. For Intermediate State 1 to occur, it is assumed that the following four assumptions proposed in the original TOC are proving to hold: (i) Development of oil fields will continue; national dependence on fossil fuels will remain high; environmental measures needed; (ii) Governments in OfD countries are committed to deliver against the main OfD pillars including on environment; (iii) Environmental management of the oil industry receives high priority by central government; and (iv) Legal frameworks and regulations are established and adequate for effective environmental governance of the oil industry. The realization of Intermediate State 2 is closely tied to Assumption 5—that government institutions are actively and effectively monitoring and enforcing environmental regulations and controls within the oil sector.

66. Drivers 1 and 2 proposed at design are linked to the causal pathway from Output D to the Project Outcome. Driver 3, proposed by the evaluation, is linked to the Intermediate State 2 - Impact Statements pathway. This would ensure that human rights, gender equality and inclusion of those living with disabilities or belonging to marginalized/vulnerable groups have been considered (Table 10).

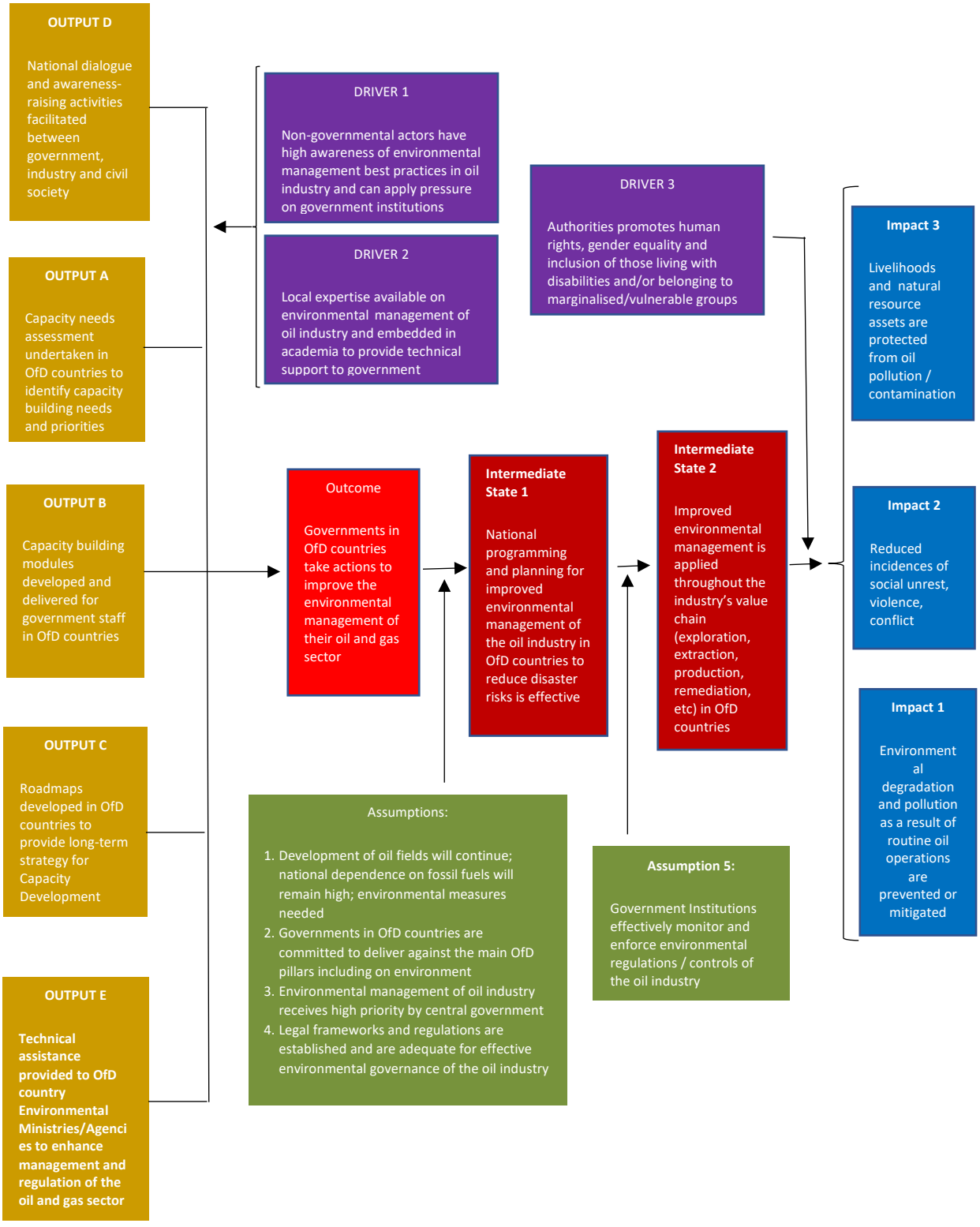
Table 9: Justification for reformulation of results statements

Formulation in original project document	Formulation for Reconstructed ToC at Evaluation (RTOC)	Justification for Reformulation
(LONG LASTING) IMPACT		
Livelihoods and natural resource assets are protected from oil pollution / contamination	**Impact 1**: Livelihoods and natural resource assets are protected from oil pollution / contamination	No change
Reduced incidences of social unrest, violence, conflict	**Impact 2**: Reduced incidences of social unrest, violence, conflict	No change
Environmental degradation and pollution as a result of routine oil operations are prevented or mitigated	**Impact 3**: Environmental degradation and pollution as a result of routine oil operations are prevented or mitigated	No change
Lower risks of industrial accidents (oil spills, blow outs)		Removed - This is not a result statement. However, this statement is captured under Intermediate State 1.
INTERMEDIATE STATES		
Effective national programming and planning for improved environmental management of the oil industry in OfD countries to reduce disaster risks	**Intermediate State 1**: Effective national programming and planning for improved environmental management of the oil industry in OfD countries to reduce disaster risks	No change
	Intermediate State 2: Improved environmental management is applied throughout the industry's value chain (exploration, extraction, production, remediation, etc) in OfD countries	The evaluation considers that this is one of the key changes that need to occur for the achievement of the long-term impacts in the OD countries.
OUTCOME		
Governments in OfD countries take actions to improve the environmental management of their oil and gas sectors oil industry	Governments in OfD countries take actions to improve the environmental management of their oil and gas sectors oil industry	No change
OUTPUTS		
Output A: Institutional Capacity Needs Assessment undertaken in each OfD country to identify capacity building needs and priorities submitted to OfD environmental national government focal points for endorsement	**Output A**: Institutional Capacity Needs Assessment undertaken in each OfD country to identify capacity building needs and priorities submitted to OfD environmental national government focal points for endorsement	No change
Output B: Capacity building modules developed and delivered for government staff in OfD countries which result in prioritized actions to address capacity needs/gaps and their implementation	**Output B**: Capacity building modules developed and delivered for government staff in OfD countries which result in prioritized actions to address capacity needs/gaps and their implementation	No change
Output C: Roadmaps for Capacity Development developed in OfD countries and made available to governments and stakeholders which may include civil society, community representatives, academia, and/or the private sector	**Output C**: Roadmaps for Capacity Development developed in OfD countries and made available to governments and stakeholders which may include civil society, community representatives, academia, and/or the private sector	No change
Output D: National dialogues and awareness-raising activities facilitated between government, industry and civil society (NGOs, media, academia)	**Output D**: National dialogues and awareness-raising activities facilitated between government, industry and civil society (NGOs, media, academia)	No change
	Output E: Technical assistance provided to OfD country Environmental Ministries/Agencies to enhance management and regulation of the oil and gas sector	No change - Output E was included during the first project revision

Table 10: 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		
1. Non-governmental actors have high awareness of environmental management best practices in oil industry and can apply pressure on government institutions	1. Non-governmental actors have high awareness of environmental management best practices in oil industry and can apply pressure on government institutions	No change
2. Local expertise available on environmental management of oil industry and embedded in academia to provide technical support to government	2. Local expertise available on environmental management of oil industry and embedded in academia to provide technical support to government	No change
	3. Authorities promotes human rights, gender equality and inclusion of those living with disabilities and/or belonging to marginalised/vulnerable groups	Driver proposed by the evaluator to ensure that human rights, gender equality and inclusion of those living with disabilities or belonging to marginalized/vulnerable groups would be considered
ASSUMPTIONS		
1. Development of oil fields will continue; national dependence on fossil fuels will remain high; environmental measures needed	1. Development of oil fields will continue; national dependence on fossil fuels will remain high; environmental measures needed	No change
2. Governments in OfD countries are committed to deliver against the main OfD pillars including on environment	2. Governments in OfD countries are committed to deliver against the main OfD pillars including on environment	No change
3. Environmental management of oil industry receives high priority by central government	3. Environmental management of oil industry receives high priority by central government	No change
4. Legal frameworks and regulations are established and are adequate for effective environmental governance of the oil industry	4. Legal frameworks and regulations are established and are adequate for effective environmental governance of the oil industry	No change
5. Government Institutions effectively monitor and enforce environmental regulations / controls of the oil industry	5. Government Institutions effectively monitor and enforce environmental regulations / controls of the oil industry	No change

Figure 3: Theory of Change at evaluation



4 EVALUATION FINDINGS[24]

4.1 Strategic Relevance

4.1.1 Alignment to UNEP MTS, POW and Strategic Priorities

Table 11: 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** *full, partial, or not at all*
MTS (2014-2017)[25]	Expected Accomplishment (EA)1 Risk reduction: The capacity of countries to use natural resource and environmental management to prevent and reduce the risk of disasters and conflicts is improved;	Full
	EA2 Response and recovery: The capacity of countries to use natural resource and environmental management to support sustainable recovery from disasters and conflicts is improved.	Full
POW (2016-2017)[26]	D&C PoW EA1: The capacity of countries to use natural resources and environmental management to prevent and reduce the risk of disasters and conflicts is improved.	Full
	Environmental Governance PoW EA (b): The capacity of countries to develop and enforce laws and strengthen institutions to achieve internationally agreed environmental objectives and goals and comply with related obligations is enhanced.	Full
Bali Strategic Plan for Technology Support and Capacity Building[27]	The Bali Strategic Plan for Technology Support and Capacity-Building, adopted in 2004, provides a framework for developing countries and those with economies in transition to enhance their capacity in environmental management and sustainable development	Full
South-South Cooperation[27]	Experience and information exchange during regional capacity building workshops; some training participants established very good relationship, frequent communication exchanges among them to share experience and information from their relative countries post workshop period[28]	Full

[24] Refer to the TOR for descriptions of the nature and scope of each criterion.
[25] Refer to the MTS under which the project was approved. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://wedocs.unep.org/bitstream/handle/20.500.11822/7670/-UNEP_Medium_Term_Strategy_2014-2017-2015MTS_2014-2017.pdf.pdf?sequence=3&amp%3BisAllowed=
[26] Refer to the POW under which the project was approved.
[27] If applicable.
[28] Interview data

4.1.2 Alignment to Donor Strategic Priorities

Table 12: Alignment to Donor Strategic Priorities

Donor or partner strategic document	**Alignment with donor or partner strategic priorities**	**Level of alignment** *full, partial, or not at all*
Government of Norway	Fully align with Norway's Oil for Development (OfD) programme, established in 2005, offering assistance to developing countries in their efforts to manage petroleum resources in a sustainable manner	Full

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

Table 13: 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*
Global	In line with the Ramsar Convention on Wetlands, Convention on Biological Diversity and the World Heritage Convention.	Full
Regional	Aligns with the Nairobi Convention, a regional agreement promoting the sustainable management and use of the marine and coastal environment in the Western Indian Ocean.	Full
National	Oil industry is a strategic sector for national development in OfD countries, and the project fully aligns with national development plans promoting sustainable development.	Full

4.1.4 Complementarity with Existing Interventions/ Coherence

Table 14: 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*
NORAD	Fully complementary with OfD Programme established in 2005 and ended in 2022, in providing technical assistance to and building capacity of OfD countries for sound environmental management in the oil and gas sector	Full

67. The Oil and Gas project made substantive contributions to the strategic priorities of UNEP, the Government of Norway, beneficiary countries, the Western Indian Ocean region as well as globally. In delivering 45 capacity-building and training events to more than 1,500 participants covering critical themes such as environmental and social impact assessments (ESIAs) for upstream oil and gas operations, chemicals and waste management in the oil and gas sector, international conventions to strengthen national oil spill contingency planning and risk reduction, and climate change and the energy transition, the project directly supported UNEP's core mandate of promoting environmentally sound management of chemicals and waste, as well as strengthening environmental governance in the oil and gas sector and climate change mitigation. However, over the years, there have been a shift of UNEP's focus from the oil and gas sector to clean energy in response to climate change mitigation.

68. With support from the International Maritime Organization, and facilitated by the Nairobi Convention Secretariat and the Indian Ocean Commission, 11 of these 45 capacity building events covering topics such as available technologies for climate mitigation in upstream oil, gas production, an introduction to legal and policy developments on sustainable ocean governance, regional training on shoreline assessment and response - East Africa countries, and regional training on incident command system on oil spill response were extended to more than 50 non-OfD countries contributing to global and regional efforts to build capacity for pollution reduction, sustainability enhancement, and safeguard of ecosystems, in line the 2030 Agenda for Sustainable Development.

69. The project also aligned strongly with Norway's OfD Programme, which emphasizes building institutional and technical capacity in beneficiary countries. The complementarity was seen in how the project's in-country institutional capacity needs assessments (Output A) provided valuable recommendations that directly informed the planning and development of the OfD Country Programmes. Training and technical assistance were tailored to specific national needs, such as training on site decontamination in Iraq, ensuring that interventions were relevant and impactful. This targeted approach not only demonstrated responsiveness to country-specific demands but also reinforced national ownership, enabling countries to strengthen their capacity. Through this alignment, the project achieved both broad global outreach and meaningful national-level impact.

70. At national level, the project contributed to the development and adoption of forty-five policies, regulations, action plans, guidelines, and checklists across the participating OfD countries (Table 17).

Rating for Strategic Relevance: Highly 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: Highly Satisfactory

Rating for Complementarity with Existing Interventions/Coherence: Highly Satisfactory

4.2 Quality of Project Design

Table 15: Summary of quality of project design assessment ratings

	SECTION	RATING (1-6)	Summary Assessment
A	Project Preparation	6	The ProDoc provides a clear and consistent presentation of the problem analysis. In particular, the project document proposes a Problem Tree Diagram that depicts the situation analysis, including its causes, problems, and effects (annex H of ProDoc). The key stakeholders have identified, and their roles and influence have been discussed
B	Risk identification and Safeguards	5	Section 8 of the ProDoc (Table 6) describes 16 identified risks. Adequate strategies and mitigation measures have been proposed to manage those risks.
C	Governance and Supervision Arrangements	6	Section 4.1 of the ProDoc gives a comprehensive description of the implementation arrangements including project governance and supervision. Project organigram given in Annex G.
D	Partnerships	6	Capacities of project partners have been adequately assessed. The ProDoc explicitly describes the foreseen involvement of the key stakeholders that include the Government of Norway through OFD, NEA, NORAD, national environmental and national disaster institutions, national counterparts, private and state-owned oil companies, civil society actors (NGOs, academia, etc.) of OfD supported countries.
E	Strategic Relevance	6	Section 2 of ProDoc adequately describes the relevance of the project with respect to UNEP PoW as well as in respect to Regional, National or Subnational Priorities. The project is aligned with Norway's (Donor country) Oil for Development Programme.
F	Logical Framework and Causality	4	Causal pathways from project outputs through outcomes (changes in stakeholder behaviour) towards impacts are clearly and convincingly described in the intervention logic and the TOC (annex H of the ProDoc). Given the number of countries involved (12) and the number of outputs (4 at design) to be delivered, the achievement of the project outcome in all beneficiary countries with respect to the timeframe appears very optimistic.
G	Financial Planning	6	The financial planning gives the breakdown per budget line per year (Annex B of ProDoc). The proposed budgets seem adequate and cover the whole duration of the project. The Government of Norway would fund the whole duration of the project for a total amount of $2.76 M.
H	Efficiency	4	The necessary funding has been secured at design; however, the timeframe may not be appropriate given the number of countries and outputs to be delivered. The ProDoc listed a number of activities that would seek to leverage multiple resources, both internal and external, to maximize activities with minimal costs.
I	Monitoring	5	Adequate SMART indicators provided in the logical framework for proper progress monitoring at output and result levels. Baseline provided for all indicators.
J	Sustainability / Replication and Catalytic Effects	5	Section 10 of the ProDoc states that sustainability is fully integrated into the project and would not require additional financial inputs. The people being trained are already employed within the respective organizations in each beneficiary country.
K	Learning, Communication and Outreach	6	This aspect is described at length in Section 5 of the ProDoc on communication strategy and knowledge management.
	Total (Weighted) Score:	**5.08**	***(Full analysis in the Inception Report, available from the Evaluation Office.)***

71. The project demonstrated a robust and well-articulated design with a comprehensive situation analysis that clearly outlined the environmental and governance challenges related to oil and gas development in the beneficiary OfD countries. The problem analysis is coherent and logically structured, paving the way for a strong intervention logic. The planned activities were closely aligned with the intended outputs and outcomes, demonstrating a clear and consistent approach addressing capacity needs, regulatory frameworks, and environmental safeguards. Key stakeholders were appropriately identified, and their roles were well-defined. Furthermore, the project proposed cost-effective measures and was designed to be complementary to Norway's Oil for Development (OfD) Programme, ensuring synergies and the efficient use of resources.

72. The design also included strategies to promote sustainability, uptake, and replicability, such as institutional strengthening, policy integration, and knowledge exchange. However, while the design was technically sound, the proposed timeframe appeared optimistic, particularly given the scope of implementation across twelve countries and the need to deliver four major outputs.

Rating for Quality of Project Design: Satisfactory

4.3 Nature of the External Context

73. The project document did not identify conflicts or natural disasters as likely risks to implementation. This assessment suggested that the participating countries were generally considered politically stable and not prone to major natural hazards that could significantly disrupt project activities. As such, no specific mitigation measures related to conflict or disaster response were integrated into the project's risk management framework.

74. However, the project document did recognize the possibility of changes in national governments during the project period. The following mitigation action was proposed: To monitor regional and national political situation and anticipate any potential delays to the project; planning for sudden interruption of training (securing documentation, using alternative skill transfer mechanisms, e-learning/ Skype).

75. The outbreak of the Covid-19 pandemic in 2020 marked a historic and unprecedented event, bringing a global shutdown. The scale and suddenness of the pandemic were unforeseen and could not have been anticipated. As a result, project implementation was significantly disrupted, making it necessary to grant extensions to ensure the successful completion of planned activities.

76. In 2021, project implementation in Myanmar was halted due to the military coup, which led to the overthrow of the elected government. The resulting political instability made it impossible to continue planned activities, and all project engagement in the country was stopped. Based on the UNEP Criteria Rating Descriptions Matrix, rating for this criterion is **Moderately Unfavourable**.

Rating for Nature of the External Context: Moderately Unfavourable

4.4 Effectiveness

4.4.1 Availability of Outputs

Table 16: Availability of outputs

	Narrative Assessment	Sources of Information/Evidence
Output A: Institutional Capacity Needs Assessment undertaken in each OfD country to identify capacity building needs and priorities submitted to OfD environmental national government focal points for endorsement **Indicator A**: Number of institutional Capacity Needs Assessments completed in OfD countries, which include gender considerations and the role of women in environmental management of the oil industry. Baseline: 0; Target: 12 assessments completed **Indicator B**: Capacity needs assessments shared with and endorsed by OfD national government focal points and other stakeholders (e.g., non-government partners including civil society and academia) in 6 OfD countries where UNEP is delivering assistance at the country level. Baseline: 0; Target: 6 assessments endorsed by OfD national government focal points	The target for **Indicator A** was achieved, with 12 Capacity Needs Assessment (CNA) checklists completed, each accompanied by spider diagrams. These assessments provided an initial baseline for identifying and prioritizing training and capacity-building support in OfD partner countries, specifically: Colombia, Somalia, Ghana, Iraq, Mozambique, Uganda, Kenya, Lebanon, Tanzania, Sudan, Myanmar, and South Sudan. The target for **Indicator B** was also achieved, with the CNA checklists further elaborated, shared, and validated in collaboration with OfD focal points and national stakeholders. This process formed part of the development of CNA Roadmaps, which were successfully undertaken in six OfD partner countries: Colombia, Iraq, Uganda, Mozambique, Ghana, and Somalia. **Level of delivery: fully delivered**	Interviews with PM and OFD national focal points of Uganda and Kenya Survey responses from OfD national focal points of Mozambique, Somalia, Zanzibar and Iraq Project Monitoring Reports Country reports for the twelve countries

	Narrative Assessment	Sources of Information/Evidence
Output B: Capacity building modules developed and delivered for government staff in OfD countries which result in prioritized actions to address capacity needs/gaps and their implementation **Indicator A**: Number of capacity building /introductory modules developed and delivered on environmental management of the oil industry under the seven thematic areas identified, which include gender considerations. Baseline: 0; Target: 20 training modules **Indicator B**: Percentage of trainees who demonstrate marked improvement in their understanding of and ability to apply concepts and practice related to sustainable environmental management of the oil industry, according to training evaluations and surveys. Baseline: To be determined; Target: 80% **Indicator C**: At least 6 training at either national, regional, or global levels delivered to OfD countries each year which result in identifying prioritized capacity needs/gaps and proposed actions to address these. Baseline: 0; Target: 44 trainings delivered	The target for **Indicator A** was achieved, with 20 thematic training modules successfully developed. The target for **Indicator B** was exceeded, with 92% of trained participants demonstrating improved content knowledge following the training sessions delivered by the project. This high percentage reflects the effectiveness of the training materials and methods used, indicating a strong contribution to capacity building and knowledge transfer in the OfD countries. The target for **Indicator C** was also exceeded, with a total of 45 trainings delivered at the national, regional, and global levels. This achievement highlights the project's broad reach and strong emphasis on capacity building, enhancing knowledge exchange and stakeholder engagement across multiple levels. **Level of delivery: fully delivered**	Interviews with UNEP PM, Norwegian Institutions (Norad, NEA, NCA, and NEA) Soft copies of capacity building modules Project monitoring reports, and reports and evaluations of capacity building training workshops
Output C: Roadmaps for Capacity Development developed in OfD countries and made available to governments and stakeholders which may include civil society, community representatives, academia, and/or the private sector **Indicator**: Number of Roadmaps developed in OfD countries, which will include recommendations on how to strengthen gender considerations and the role of women in environmental management of the oil industry as well as a communications and resource mobilization strategy available for download in project dedicated site. Baseline: 0; Target: 6 Roadmaps where UNEP is delivering in-country services and technical assistance which are	The target was achieved. A total of six country-level Capacity Needs Assessment (CNA) roadmaps were successfully developed and endorsed in Iraq, Uganda, Mozambique, Somalia, Colombia, and Ghana, meeting the project's objective for national-level planning and capacity development. These roadmaps were the result of collaborative processes involving national stakeholders and OfD focal points. The roadmap for Myanmar was cancelled due to the ongoing political crisis, which made implementation unfeasible. **Level of delivery: fully delivered**	Interviews with UNEP PM, OfD country focal point of Uganda. Survey responses from OfD focal points of Iraq, Mozambique, Somalia and Zanzibar Soft copies of Roadmap documents available and at project dedicated site: https://www.unep.org/topics/disasters-and-conflicts/disaster-risk-reduction/unep-norway-partnership#CapacityNeedsAssessments

	Narrative Assessment	Sources of Information/Evidence
endorsed by national government focal points and includes a listing of all stakeholders consulted		Project monitoring reports
Output D: National dialogues and awareness-raising activities facilitated between government, industry and civil society (NGOs, media, academia) **Indicator A**: Number of packages for multi-stakeholder dialogues between government, industry and civil society actors completed. Baseline: 0; Target: 18 multi-stakeholder packages **Indicator B**: Number of multi-stakeholder fora / consultation events convened between government, civil society and oil industry at national, regional or global levels and result in identification of key capacity challenges related to environmental management in the oil and gas sector. Baseline: 0; Target: At least 9 national level events and at least 18 regional/global events are organized which bring together government, civil society and industry to address technical capacity gaps in OfD countries **Indicator C**: Number of independent stakeholders including civil society who attend the multi-stakeholder dialogues at national level. Target: at least 30% of attendees are non-government actors	The target for **Indicator A** was exceeded, with 19 thematic packages successfully developed, surpassing the original goal. These packages offered comprehensive information and knowledge on key environmental and governance issues related to the oil and gas sector. The target for **Indicator B** was also exceeded, with a total of 28 multi-stakeholder events successfully delivered, comprising 19 global webinars and 9 national consultations. This strong performance reflects the project inclusive engagement and knowledge sharing, effectively fostering dialogue and collaboration at both global and national levels. The target for **Indicator C** was slightly surpassed, with 30.2% of total attendees at national-level dialogues between 2017 and 2024 representing non-government and non-industry entities, including academia and civil society. This reflects a good step toward inclusive stakeholder engagement, ensuring diverse perspectives in national discussions on environmental governance in the oil and gas sector. **Level of delivery: fully delivered**	Interviews with UNEP PM, OfD country focal points of Uganda and Kenya Survey responses from OfD focal points of Iraq, Mozambique, Somalia and Zanzibar Event/programme agendas, materials (PowerPoint presentations, videos, flyers, etc) used in the multi-stakeholder dialogues Reports of stakeholder fora (including list of participants indicating type of stakeholder i.e., Government, civil society or private sector) Project monitoring reports
Output E: Technical assistance provided to OfD country Environmental Ministries/Agencies to enhance management and regulation of the oil and gas sector **Indicator**: Number of technical assistance (TA) packages provided to OfD country Environmental Ministries/Agencies and other ministries/agencies relevant to environmental management of the oil and gas sector, which address identified/prioritized capacity gaps. Baseline for period 2016-2018: 2 TA packages (Myanmar and Iraq); Target: 7 TA provided to countries	The target for **Indicator** was achieved, with seven TA packages successfully developed and delivered in Iraq, Myanmar, and Somalia. These packages addressed country-specific needs and contributed to strengthening national capacities for improved environmental management in the oil and gas sector. **Level of delivery: fully delivered**	Interview with UNEP PM Survey responses from OfD focal points of Iraq and Somalia Technical assistance (TA) reports and recommendations Project monitoring reports

77. The delivery of outputs was assessed by examining the extent to which the targets for output indicators, as outlined in the Project Logical Framework (PLF), were achieved. While the project made substantial progress, implementation was influenced by several factors, including a request from Norad to expand the project's scope, the impact of the Covid-19 pandemic, and requests from participating countries for further technical assistance. As a result, the project was granted a total of four extensions to ensure the successful completion of planned activities and to accommodate the evolving needs of stakeholders. These factors also had a direct influence on the project design, leading to the inclusion of a new output (Output E) to address emerging needs from the OfD countries. Additionally, new indicators were introduced, and some existing indicators were revised as well as some targets to reflect the expanded scope and evolving context of implementation. These adjustments are detailed in Table 6 and were essential to ensure that the project remained relevant, responsive, and aligned with both donor expectations and countries' demands.

78. The project demonstrated exceptional performance, with the targets for all output indicators either achieved or exceeded, as detailed in Table 16. Specifically, targets were fully achieved for Outputs A, C, and E, reflecting the successful delivery of planned activities in capacity needs assessment, road map developments, and technical assistance. Targets for indicators of Outputs B and D were surpassed, indicating strong performance in training delivery and stakeholder engagement during multi-stakeholder dialogues across national, regional, and global levels.

79. The findings above reflect not only the quantitative achievement of targets but also the quality and relevance of the trainings provided, and the strong national ownership and commitment to improving environmental governance in the oil and gas sector. Many respondents confirmed that the trainings were highly relevant, strengthening their capacity for ESIA review, contingency plan development, and other key areas. Also, the project's ability to adapt to evolving demands, expand its scope, and maintain high standards of delivery under challenging conditions—such as the COVID-19 pandemic and increasing country requests for technical assistance—further underscores the robustness and effectiveness of its implementation strategy.

4.4.2 Achievement of the Project Outcome

80. Similar to the assessment of output delivery, the achievement of the project outcome was evaluated based on the extent to which the revised targets for the outcome indicators were met. As shown in Table 5, the outcome indicators were updated during project revisions to better reflect the expanded scope, evolving priorities, uptake and institutional changes. This revision ensured that the indicators remained relevant and measurable, allowing for a more accurate assessment of progress toward the intended outcome.

Table 17: Achievement of the project outcome

Outcome:	**Governments in OfD countries take actions to improve the environmental management of their oil and gas sectors oil**
Performance against Indicator(s) and Target(s):	**Indicator A**: Number of OfD countries officially endorsing recommendations and outline implementation plan based on the Roadmaps for Capacity Development and/or prioritized actions Baseline: 0; Target: At least 6 OfD countries, where UNEP is delivering country level assistance, endorse recommendations and outline implementation plan based on the Roadmaps for Capacity Development and/or prioritized actions **Indicator B**: National policies, programmes, process or SOPs developed and initiated to improve environmental management of upstream oil and gas sectors in OfD countries where UNEP is delivering assistance Baseline: 0; Target: At least one national policy, programme, process or SOP developed in OfD countries (At least 8 in total)
Sources of Information /Evidence:	Project monitoring reports, interviews with UNEP PM and OfD country focal points and stakeholders of Kenya and Uganda, surveys responses from OfD focal points of Iraq, Mozambique, Somalia, and Zanzibar
Narrative Assessment:	The target for **Indicator A** was achieved, with six OfD countries formally endorsing the recommendations and outlining implementation plans based on their respective Roadmaps for Capacity Development and/or prioritized actions. The target for **Indicator B** was exceeded, with a wide range of regulatory and policy instruments, plans and guidelines developed and adopted in many cases across OfD beneficiary countries: Colombia (1 policy, 1 guideline), Ghana (1 policy, 1 action plan), Iraq (2 checklists), Mozambique (1 regulation for licensing), Somalia (1 regulation, 2 policies, 2 plans), Zanzibar (1 regulation, 3 plans, 1 checklist), Uganda (24 regulations, policies, and checklists), and Kenya (4 plans).
Level of Achievement:	**Fully achieved and target for indicator B largely exceeded**

81. As reported in Table 17, the project performed strongly, making meaningful contributions toward the achievement of its intended results. For Indicator A, the project successfully supported six OfD partner countries—Colombia, Ghana, Iraq, Mozambique, Somalia, and Uganda—in formally endorsing the recommendations emerging from their national Capacity Needs Assessments. Each of these countries also developed and outlined implementation plans based on their respective Roadmaps for Capacity Development or other prioritized actions. This reflects strong national ownership and commitment to improving environmental governance in the oil and gas sector.

82. The project far surpassed the target for Indicator B, which initially aimed for the development and adoption of at least eight instruments. Instead, a total of forty-five policies, regulations, action plans, guidelines, and checklists were developed and adopted across the participating OfD countries. These included sector-specific regulations, environmental licensing guidelines, national plans, and institutional tools tailored to local governance systems and capacities. This performance demonstrates the project's effectiveness in responding to countries' needs and contributing to strengthen institutional frameworks.

4.4.3 Likelihood of Impact

83. The assessment of progress toward impact was based on the extent to which the proposed results at the Intermediate State level were being realized (Figure 3). This included examining whether the identified drivers were effectively in place and whether the underlying assumptions continued to hold true during implementation. These elements were critical in determining the likelihood of the project achieving its intended long-term outcomes and impacts.

Table 18: Likelihood of Impact

Factors influencing likelihood of impact	**Assessment**	**Justification**
*Proportion of **Project Outcome** fully or partially achieved*	All	Targets for the two outcome indicators fully achieved
*Proportion of **Intermediate States** achieved*	Some in all countries	In all countries the assumptions are proving to hold or to partially hold. Intermediate States are assessed as partially in place
Drivers** to support transition from **Outputs to the Project Outcome		
Driver 1: Non-governmental actors have high awareness of environmental management best practices in oil industry and can apply pressure on government institutions	1) Partially in place	1) Academia, development partners, NGOs, and civil society organizations (CSOs) actively participated in the National Dialogue events, 121 participants across seven OfD countries. While their engagement reflects broad stakeholder inclusion, there is no clear evidence to determine whether these groups are applying pressure on government institutions to advance environmental governance or implement recommended actions.
Driver 2: Local expertise available on environmental management of oil industry and embedded in academia to provide technical support to government	2) Partially in place	2) There is clear evidence of local capacity built in the OfD countries, particularly through training, technical assistance, and institutional support. However, evidence that only six of the twelve countries—Colombia, Ghana, Iraq, Kenya, Mozambique and Uganda—have reported universities offering courses related to the oil and gas sector, indicating that broader uptake within academic institutions remains limited.
Assumptions** for the change process from **Outputs to Project Outcomes		
No assumptions proposed in the TOC		
Drivers** to support transition from Project **Outcome to Intermediate States		
No driver proposed in TOC		
Assumptions** for the change process from the Project **Outcome to Intermediate States		
Assumption 1: Development of oil fields will continue; national dependence on fossil fuels will remain high; environmental measures needed.	1) Hold	1) High interest in the oil and gas sector in all OfD countries, driven by its potential to generate substantial economic benefits. In several countries, sector already contributing significantly to GDP, while in others, expected to become a key driver of economic growth and national development.
Assumption 2: Governments in OfD countries are committed to deliver against the main OfD pillars including on environment	2) Hold	2) Since joining the OfD Programme in 2005/6, all countries have established Petroleum Authorities and updated their regulatory frameworks to incorporate sound environmental management in the oil and gas sector.
Assumption 3: Environmental management of oil industry	3) Hold	3) Capacity has been built and is being applied in areas such as EIA reviews; the regulatory

Factors influencing likelihood of impact	**Assessment**	**Justification**
receives high priority by central government		framework has been strengthened, and Roadmap recommendations are actively being implemented.
Assumption 4: Legal frameworks and regulations are established and are adequate for effective environmental governance of the oil industry	4) Hold in some countries and partially in others	4) In many OfD countries, laws and regulations governing the oil and gas sector have been reviewed, updated, and enacted, strengthening the legal framework for environmental and resource management. Additionally, several policies and strategic plans for the sector have been developed and officially adopted, reflecting increased national commitment to sustainable and responsible oil and gas development.
Assumption 5: Government Institutions effectively monitor and enforce environmental regulations / controls of the oil industry	5) Hold in some countries and partially in others	5) There is evidence of capacity built at national and local levels, already being applied in EIA reviews in many countries, with enhanced inter-agency coordination for monitoring observed in some
Drivers** to support transition from **Intermediate States to Impact		
Driver 3: Authorities promote human rights, gender equality and inclusion of those living with disabilities and/or belonging to marginalized/vulnerable groups	Partially in place in many countries	There is evidence that NGOs, CSOs, and women's groups were engaged during the Capacity Needs Assessments (CNA) in many OfD countries, as well as in the recommendations made in the road maps of some. Gender balance and mainstreaming were promoted in most countries.
Assumptions** for the change process from **Intermediate States to Impact		
No assumption proposed in the TOC		

84. As summarized in Table 18, the assessment shows that the three key drivers supporting the transition from outputs to the project outcome, as well as from intermediate states to impact, are only partially in place. For example, while the project successfully built capacity and raised awareness among academia and non-governmental organizations, there is no clear evidence that these actors are actively putting pressure on authorities to drive environmental reforms or policy changes in the oil and gas sector. Their involvement remains largely supportive rather than catalytic, indicating a gap between knowledge acquisition and advocacy or accountability efforts.

85. The project also made efforts to encourage universities in OfD countries to co-develop or deliver specialized courses related to environmental management in the oil and gas sector. While this initiative yielded some success—with a few universities in six of the twelve countries now offering such courses—broad academic uptake remains limited. This suggests that although the foundation for academic engagement has been laid, further work is needed to institutionalize these offerings across more educational institutions and ensure sustained knowledge transfer to future professionals in the sector.

86. In terms of assumptions within the TOC, the assessment found that three of the proposed assumptions are holding true across all countries, while two others are holding only in some countries and partially in others. This uneven performance indicates that while the enabling environment is improving, it remains incomplete and inconsistent across the countries. Therefore, it is recommended that the countries take actions to implement the road map recommendations to ensure long term impact of the project interventions. Based on these findings, the intermediate states have been assessed as partially achieved in all participating countries, highlighting the need for continued support and strategic engagement to fully bridge the gap between capacity development and long-term impact.

Findings Statements on Effectiveness:

87. The project demonstrated strong performance in output delivery (Table 16), with all output targets either achieved or exceeded. This reflects a high level of planning and implementation efficiency. Furthermore, there is clear evidence of strong national ownership, as many training participants are actively applying the knowledge and skills gained through the project in their professional roles in areas such as environmental impact assessment and regulatory reviews. Based on this strong delivery and uptake, the delivery of outputs is rated as **Highly Satisfactory**.

88. With regard to the project outcome, the target indicators were fully achieved, marking a significant accomplishment in strengthening environmental governance in the oil and gas sector across participating countries. Although the two drivers to support transition from outputs to the project outcome are only partially in place (Table 18), the achievement of outcome is rated as **Highly Satisfactory**.

89. Finally, given that the project outcome was fully achieved, and that most of the underlying assumptions are holding, and the intermediate states as well as the driver linked to the transition from intermediate states to impact are partially achieved, the likelihood of achieving long-term impact is considered **Likely**. Taking all these elements into account, the project's overall effectiveness is rated as **Highly Satisfactory**, recognizing its substantial contributions while also acknowledging remaining gaps in ensuring sustained impact.

Rating for Effectiveness: Highly Satisfactory

Rating for Availability of Outputs: Highly Satisfactory

Rating for Achievement of Project Outcomes: Highly Satisfactory

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

4.5 Financial Management

4.5.1 Adherence to UNEP's Financial Policies and Procedures

90. As summarized in Table 19, there is no evidence of any shortcomings in relation to the procedures of UNEP and NORAD throughout the implementation of the project. The initial transfer of funds (NOK 3,000,000 about USD 354,653) from NORAD was carried out promptly, in October 2016, following the signing of the agreement between UNEP and the Government of Norway through NORAD in September 2016, ensuring a smooth start to project activities. Furthermore, there is documented evidence that UNEP's procurement policies were strictly adhered to[29], and that donor funds were allocated in alignment with the agreed planned activities[30], demonstrating sound financial management and compliance with institutional requirements.

4.5.2 Completeness of Financial Information

91. As presented in Table 19, all relevant documentation related to financial management was available and in order. The project document included detailed tables outlining co-financing contributions and project costs by budget line, ensuring full transparency from the outset. In response to delays caused by unforeseen factors such as the COVID-19

[29] Interview with the FMO
[30] Interviews with FMO and UNEP PM

pandemic, the project team revised the budget on an annual basis, adjusting for unspent funds and aligning the financial plan with revised timelines and workplans, and priorities. This flexibility allowed the project to maintain financial integrity while adapting to external challenges, including the need for multiple project extensions.

92. All legal agreements, including the Project Cooperation Agreements with Norad, were available and properly documented. The FMO confirmed that fund transfers from Norad were made in a timely manner, contributing to smooth financial operations and continuity of activities. Although procure documents were not available, it was ensured that the UNEP internal procedures were strictly followed for procurement above $10,000. Additionally, the project accounts were internally annually audited[31], and annual certified summary reports of project expenditures were consistently prepared and made available. These reflect a strong commitment to financial accountability and adherence to UNEP's financial procedures. This solid financial management framework helped ensure the project's accountability and supported the effective use of donor resources.

Table 19: Financial management

Financial management components:		**Rating**	**Evidence/ Comments**
1. Adherence to UNEP's/Donor's policies and procedures:		**HS:HU**	
Any evidence that indicates shortcomings in the project's adherence[32] to UNEP or donor policies, procedures or rules		HS	No evidence of short comings
Was first disbursement carried out within 9 months of UNEP's project approval date.		HS	First disbursement of 3,000,000 NOK ($354,653) timely disbursed following signed agreement between UNEP and NORAD
Were the procurement policies of UNEP and the donor followed?		HS	Evidence of UNEP procurement policies were strictly followed, allocation of donor funds to agreed planned activities
2. Completeness of project financial information[33]:		HS	
Provision of key documents to the evaluator (based on the responses to A-H below)		**HS:HU**	
A.	Co-financing and Project Cost's tables at design (by budget lines)	HS	All tables available
B.	Revisions to the budget	HS	Revisions to budget made annually to take into consideration unspent planned budget due to delays or other reasons
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	HS	All relevant legal agreements such donor agreements available
D.	Proof of fund transfers	HS	FMO confirmed that all transfers were timely received
E.	Proof of co-financing (cash and in-kind)	Yes/No	Proof of in-kind co-financing leveraged during implementation not available but activities were executed with the support of the concerned partners[34]

[31] Information from FMO
[32] 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.
[33] See also document 'Criterion Rating Description' for reference.
[34] Estimated in-kind contribution provided by the project team

Financial management components:		**Rating**	**Evidence/ Comments**
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	Summary report per component, by budget line and annually available
G.	Copies of any completed audits and management responses *(where applicable)*	Yes	Project accounts internally audited annually
H.	Procure documents[35], including the approved requisition document and Source Selection Plan *(where applicable)*	Yes	Procurement strictly done according to UNEP internal procedures[36].
I.	Any other financial information that was required for this project (list):	N/A	
Overall rating		**HS**	

93. In light of the above findings, the project demonstrated strong adherence to UNEP's Financial Policies and Procedures, with timely approval and disbursement of funds, as well as regular analysis of actual expenditures against the budget and workplan. The timely submission of expenditure reports further illustrates the project's commitment to maintaining financial discipline and transparency. Based on this strong financial oversight and compliance, the rating for adherence to UNEP's financial policies and procedures is **Highly Satisfactory**.

94. Moreover, the availability of all relevant financial reports, including certified annual expenditure summaries and budget revisions, supports a rating of **Highly Satisfactory** for completeness of financial information. The clear, well-documented financial record-keeping facilitated effective monitoring and decision-making throughout implementation. Taken together, these elements reflect robust financial management practices, and therefore, the overall rating for financial management is **Highly Satisfactory**.

Rating for Financial Management: Highly Satisfactory

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

Rating for Completeness of Financial Information: Highly Satisfactory

4.6 Efficiency

95. Project implementation started in September 2016 with an original end date set for June 2021. However, due to unforeseen factors such the COVID-19 pandemic, which caused significant global disruptions, and political instability—particularly in Myanmar and Lebanon— that posed significant challenges to implementation and coordination in those countries, the project experienced delays that affected the timely delivery of activities and outputs. Although the project and the OfD country programme were highly complementary, a key challenge was to harmonize the project workplans with those of the Norwegian agencies implementing the OfD country programme, since both operated at the country level. In some cases, project activities had to be postponed or delayed when OfD country programme activities were given priority[37].

96. In addition, NORAD's request to expand the project scope and additional requests for support from beneficiary OfD countries led to further delays in implementation. As a result,

[35] Relevant for procurement action over USD 10,000 in value.
[36] Information from UNEP PM
[37] Interview data

the project underwent four revisions, and its closure was extended from June 2021 to December 2024 to allow for the completion of planned activities.

97. Several factors negatively affected the efficiency of the project. To support the UNEP Project Manager, the project made use of temporary contractors and consultants. However, the addition of a dedicated staff member would have further enhanced project efficiency, as staff have direct access to internal reporting systems, can process contracts, and provide broader project management support—functions that individual contractors are unable to perform. Furthermore, a shift in UNEP's strategic focus away from oil and gas towards clean energy reduced internal support and limited collaboration with key petroleum industry partners.

98. The project benefited from an effective and dedicated project team, supported by a pool of high-quality experts including the Norwegian partners–NORAD, NCA and NEA–, which was instrumental in ensuring the timely and successful delivery of outputs. This strong implementation capacity, combined with very good engagement from OfD country focal points, facilitated smooth coordination across all participating OfD countries. Furthermore, due to the COVID-19 pandemic, the project shifted to online training and virtual meetings, which helped maintain momentum to some extent despite global disruptions. However, challenges such as poor internet connectivity for members of the COVID-19 national crisis committee limited the participation of some stakeholders[38].

99. Financially, the project was well supported, with the donor providing an additional NOK 45,000,000 for the project extension, on top of the initial NOK 23,000,000 committed at design. Furthermore, numerous stakeholders and organizations contributed in-kind support estimated at $530,000, including the Basel Rotterdam and Stockholm Secretariat, the Nairobi Convention Secretariat, the International Maritime Organization, UNEP branches, the International Energy Agency, the International Tanker Owners Pollution Federation Limited, the Indian Ocean Commission, and national agencies such as the Uganda Wildlife Authority and the Ghana Petroleum Commission. The planning of the terminal evaluation in two neighbouring countries (Kenya and Uganda) also demonstrated cost-effectiveness and contributed to reducing the project's carbon footprint, reinforcing the project's commitment to environmental responsibility and efficient resource use.

Findings Statements on Efficiency

100. Despite undergoing four justified revisions due to factors such as the COVID-19 pandemic, expanded project scope and requests from partner countries, the project benefited from strong support from Norwegian partners. This included additional core funding to cover the extended implementation period, as well as technical contributions during training workshops. The project also received substantial in-kind support from a wide range of stakeholders and partners, which further strengthened implementation.

101. In addition, the project applied adaptive and cost-effective measures, such as conducting online trainings and virtual meetings, and strategically planning the terminal evaluation to reduce both costs and environmental impact. In the end, the project could successfully deliver all the planned outputs within the revised budget and timeframe. Based on these findings, the project's efficiency is rated as **Satisfactory**.

Rating for Efficiency: Satisfactory

[38] Interview data

4.7 Monitoring and Reporting

102. Based on the project's logical framework, a monitoring plan[39] was developed outlining the parameters to be monitored—every six months for outputs and annually for the outcome. The plan detailed data collection methods, responsibilities, and included specific milestones and indicators aligned with each output and the overall outcome. Since monitoring was conducted internally by the Secretariat, no specific budget allocation was made for these activities but instead budgeted in terms of % of staff time.

103. In accordance with UNEP's policy, a terminal evaluation, to be overseen by the Evaluation Office, was planned and budgeted for USD 40,000. A midpoint project review was also planned to be conducted by NORAD and would generate a report for desk review by the Evaluation Office[40].

104. With regard to reporting[41], UNEP was responsible for preparing an annual progress report and financial statements for the previous year, along with a workplan and corresponding budget for the upcoming 12 months. These documents would be reviewed and discussed during the Annual Meeting between UNEP and the OfD Secretariat (NORAD), with participation from both NCA and NEA.

4.7.1 Monitoring of Project Implementation

105. The monitoring system was effectively implemented, with clear evidence that the proposed monitoring plan served as the foundation for tracking progress. The project consistently monitored targets and milestones related to both the outcome and outputs. A substantial volume of implementation data was collected, including detailed information per indicator, disaggregated by country, stakeholder type (government, civil society, academia, private sector), gender, participant feedback on training, and levels of knowledge improvement. Information generated through the implementation of the monitoring plan was regularly reviewed and discussed during Technical Steering Committee (TSC) meetings. These insights were actively used to adapt and enhance project execution. For instance, in response to observed gender disparities in training participation, efforts were made to encourage countries to include more female participants in capacity-building workshops, reflecting the project's commitment to inclusivity and gender mainstreaming.

4.7.2 Project Reporting

106. During the project implementation phase spanning over more than eight years, a substantial documentation related to the project's progress and planning was available, demonstrating a strong commitment to transparency and accountability throughout implementation. This included annual reports submitted to Norad, and triannual reports prepared to be discussed at the TSC meetings, both–included annexes–provided detailed updates on project achievements, challenges, and upcoming priorities. The annual reports were prepared in a timely manner and contained disaggregated data—by gender, stakeholder type (such as government, civil society, academia, and private sector), and country—enabling proper analysis of the project's reach and effectiveness. Before being officially submitted to Norad, these reports were reviewed and cleared by the Head of the Disasters and Conflicts Branch, ensuring that the information presented met UNEP's internal quality standards and aligned with donor expectations.

[39] Section 7 of the project document
[40] Section 11 of the project document
[41] Section 4.1 of the project document

Findings Statements on Monitoring and Reporting

107. In light of the above findings, the project's monitoring activities were carried out effectively, guided by a clear monitoring plan that tracked progress against outputs and the project outcome. The collection and use of disaggregated data, as well as the integration of monitoring results into decision-making processes, demonstrate a well-functioning monitoring system that supported adaptive project management.

108. Similarly, reporting was timely, comprehensive, and aligned with donor requirements, including annual reports to Norad and triannual updates for the TSC. These reports were of high quality, cleared through appropriate UNEP channels, and supported transparency and accountability. Based on these observations, the ratings for both monitoring of project implementation and reporting are **Satisfactory.**

Rating for Monitoring and Reporting: Satisfactory

Rating for Monitoring of Project Implementation: Satisfactory

Rating for Project Reporting: Satisfactory

4.8 Sustainability

4.8.1 Socio-political Sustainability

109. Socio-political sustainability assessment examines the extent to which a project's outcomes are supported by political will, stakeholder commitment, and alignment with national priorities. It considers the level of ownership and interest shown by government institutions and other key stakeholders, as well as the extent to which relevant social norms, political priorities, and cultural factors have been identified, addressed, and integrated into project planning and implementation. It also evaluates the stability of the political environment and the likelihood of continued policy support in the long-term.

4.8.2 Financial Sustainability

110. Financial sustainability assessment focuses on whether a project's results can be maintained once external funding ends. Key considerations include the degree to which outcomes depend on continued financing, the likelihood of securing such funds, and the stability of future financial flows from national budgets, private sector sources, or other donors. It also examines whether project activities and their recurrent costs—such as staffing, maintenance, and enforcement—are integrated into national or sectoral plans with dedicated budget allocations.

4.8.3 Institutional Sustainability

111. The assessment of institutional sustainability considers the extent to which the structures, capacities, and processes established or strengthened during the project are likely to endure and continue delivering benefits after project completion. Key criteria include the level of institutional ownership, the integration of project outcomes into existing governance frameworks, and the establishment of mechanisms for coordination and enforcement. Another critical criterion is the capacity of institutions to maintain and apply knowledge and tools developed during the project.

Findings Statements on Sustainability

112. **Socio-political Sustainability** – As discussed earlier (cf. Section 4.1), the project aligns well with the national priorities of the beneficiary countries. Furthermore, most of them have been part of the OfD Programme since 2006/7, establishing a solid foundation for long-term engagement and collaboration. These countries have officially nominated OfD Country Focal Points, and which has enabled consistent coordination and facilitated national ownership throughout the project. A high level of commitment was demonstrated during implementation, with some countries providing in-kind support, including technical expertise and logistical assistance. There is also clear evidence of strengthened cooperation among national stakeholders in the oil and gas sector, leading to more cohesive and aligned policy-making processes. Countries have started to implement recommendations from the Roadmaps for Capacity Development, indicating the practical uptake of project outputs.

113. In addition to their involvement in the OfD Programme and the project under evaluation, some countries are members of the Nairobi Convention, demonstrating their regional commitment to the protection of the marine and coastal environment. Many are also members of the International Maritime Organization and parties to a number of its 60 conventions and protocols, which aim to ensure safety and environmental protection in maritime activities. Furthermore, most are parties to major Multilateral Environmental Agreements (MEAs) such as the Basel, Rotterdam, Stockholm (BRS), and Minamata Conventions, and are actively working to align national policies with these global commitments. The continued support and engagement from both past and present governments of the beneficiary countries show strong political commitment to the sound environmental management in the oil and gas sector, and chemicals and wastes. There are no reasons to expect that future administrations would diverge from this direction.

114. **Financial Sustainability** – The implementation of the roadmap recommendations is crucial for achieving long-term impact in the sound environmental management of the oil and gas sector. These recommendations primarily focus on the development and adoption of national policies, laws, and strategic plans that provide a regulatory foundation for effective oversight. Additionally, they emphasize the importance of establishing coordination committees and mechanisms that facilitate concerted action among key stakeholders — including ministries, petroleum authorities, environmental agencies, and enforcement bodies — to ensure compliance, monitoring, and accountability within the sector.

115. While some further capacity-building activities are foreseen to strengthen implementation, the success of these roadmaps largely depends on countries' commitment to institutionalizing and financing the recommended actions. This would require concerted actions from different agencies for meetings, inspections, and monitoring. The level of funding for these activities would not depend on external sources, as it can be secured nationally if incorporated into the annual budgets of institutions. In line with this, one of the Road Map recommendations is to allocate institutional budget provisions for these activities to ensure the sound management of the oil and gas sector. This mainstreaming of roadmap actions into routine governmental planning and financing cycles is thus key to transforming short-term project achievements into lasting institutional and environmental improvements.

116. **Institutional Sustainability** – As previously highlighted (cf. Section 4.4.2), all the countries have started to strengthen their legal and institutional frameworks for environmental sound management of the oil and gas sector. Laws and regulations were updated or developed in some countries. Others have designed and adopted supporting policies,

strategic plans, and technical guidelines. In some countries, involvement in the project led to effective communication and collaboration between authorities involved in environmental management of the oil and gas sector.

117. Enhanced inter-agency cooperation was mentioned by several respondents of some countries, particularly for inspection and monitoring activities in the sector. Other respondents have indicated that the knowledge and technical skills built through project-supported training were being applied at their work. For instance, staff used their new competencies to draft contingency plans, conduct or review Environmental Impact Assessments (EIAs), and engage in better-informed policy dialogue. Respondents also noted that the training outcomes were cascaded internally, with some institutions undertaking in-house training, coaching, and mentoring to further build internal capacity. The respondents also indicated a need for more training in some areas to further strengthen their capacity for the sound environmental management of the sector. The road maps also made recommendations for further capacity building.

118. Another notable result was the integration of project knowledge into academic curricula. In a few OfD countries, universities included elements of the project's training content in their programmes or courses, helping to institutionalize knowledge and extend its reach to the next generation of professionals. In Kenya, the Environment Institute of Kenya (EIK) played a leading role by delivering targeted trainings to approximately 300 experts in 2024, ensuring that technical expertise and environmental stewardship continue to expand across the sector.

119. In view of the above findings, the three dimensions of sustainability are considered **Likely.**

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

Rating for Socio-political Sustainability: Likely
Rating for Financial Sustainability: Likely
Rating for Institutional Sustainability: 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:

120. The project benefited from a dedicated project team–constituted mainly by contracted staff– led by a committed PM and supported by an administrative staff. Throughout the implementation period, the team consistently fulfilled its role, providing timely technical support, operational guidance, and coordination across the various components of the project. The team's responsiveness and proactive problem-solving approach were key to ensuring that activities remained aligned with project objectives, even when faced with unforeseen challenges such as the COVID-19 pandemic and political instability in some participating countries. In addition, the midterm review recommendations were largely implemented, with project revisions incorporating the key suggestions provided during the review. These adjustments ensured that the project remained responsive to identified challenges and better aligned with the evolving needs of participating countries.

121. The project also received strong strategic support and oversight from Norad and other Norwegian partners, who played an instrumental role in guiding the overall direction of the initiative. Through planned regular annual meetings, they reviewed progress, provided feedback, and advised on key decisions including project extensions, scope expansion,

and technical priorities. For example, in one these meetings, UNEP highlighted the need to revisit objectives for undertaking regional vs. national level trainings, as each type of training has its own added value as well as limitations. In another meeting, it was agreed that it would be useful to establish a longer timetable (2 to 3 years) instead of the yearly workplan for delivery of trainings and technical assistance in OfD countries. Furthermore, the capacity building priorities would take into account the current OfD Country Programmes and the project results framework. In that respect, the UNEP Project also influenced how Norad conducted its Knowledge Programmes. A number of innovative practices and approaches such as undertaking regional trainings, engaging academia and other CSOs, undertaking global webinars, or encouraging greater gender participation that were introduced by the project were adopted and incorporated in Norad's Knowledge Programmes. In the end, this structured engagement ensured that the project remained focused and adaptable to evolving national needs while remaining aligned with the broader goals of the Norad OfD Programmes and the project's objectives.

122. Despite the multiple revisions and extensions required, the combined efforts of the project team and Norwegian partners led to the successful delivery of outputs and the achievement of the project outcome. The adaptive approach taken—such as transitioning to online delivery of training and revising implementation plans—demonstrates the strong coordination, dedication and flexibility of the team.

123. The Norwegian partners expressed strong appreciation for their collaboration with UNEP, noting the constructive partnership and effective collaboration in the delivery of the project objectives. Building on this positive experience, a new collaboration is currently being developed under the framework of the Norwegian Energy for Development Programme, aiming to further strengthen cooperation and achieve shared goals in the energy and environmental sectors.

4.9.1.2 Partners/Executing Agency:

124. Unlike many traditional project structures, this initiative did not have a designated executing agency. Instead, a Technical Steering Committee (TSC) was established, comprising UNEP, NCA, NEA, and Norad. This multi-institutional coordination mechanism, which met three times annually, was tasked with collectively planning, coordinating, and agreeing on project activities in alignment with both country-specific needs and the strategic priorities of the OfD Programme. This approach allowed for greater responsiveness to evolving national demands and ensured that the project remained relevant and aligned with both the project objectives and the OfD Programme goals.

125. While the TSC model proved to be effective, the initial phase of implementation was marked by some confusion regarding the division of roles and responsibilities between UNEP and the Norwegian institutions. However, once these operational clarifications were made, collaboration within the TSC significantly improved. The members developed a shared understanding and strong working relationships, which facilitated more coordinated execution and timely support to the beneficiary countries. Ultimately, this execution modality enabled effective implementation and contributed to the overall success of the project.

4.9.2 Stakeholders Participation and Cooperation

126. A detailed and strong stakeholder analysis was provided in the project document During implementation, the strong engagement of the OfD country focal points throughout the project, ensured effective coordination and communication between national stakeholders and the project team. A wide range of stakeholders, including government agencies, regulatory authorities, technical experts, CSOs including academia, and the

private sector actively participated in project activities, particularly capacity-building workshops and the national dialogues and awareness raising activities. This broad-based participation to the workshops contributed to the relevance and applicability of the training content, while also fostering stronger relationships among institutions within the oil and gas sector.

127. In addition, several national institutions such as the Uganda Wildlife Authority and the Ghana Petroleum Commission provided in-kind support, further demonstrating their commitment and ownership of the project. The high level of interest and proactive involvement from both focal points and stakeholders not only enhanced the quality of implementation but also strengthened the likelihood of sustained benefits. These factors together indicate a strong national buy-in, which is a key driver for the long-term success and integration of project outcomes into existing institutional frameworks.

4.9.3 Responsiveness to Human Rights and Gender Equality

128. Human rights considerations were integrated into the project from the design stage. In particular, the project document mentioned that the project would make an effort to include any potentially affected stakeholders, particularly marginalized groups, in the decision-making processes that may affect them.

129. However, given the technical and capacity-building nature of the project, the human rights dimension was not always a central focus in the implementation of activities. Instead, it was addressed more explicitly in the Road Maps developed for some countries, where specific references to human rights were included in relation to environmental governance, stakeholder engagement, and equitable access to benefits. Countries are thus encouraged to ensure the promotion and protection of human rights, gender equality, and the inclusion of marginalized/vulnerable groups during the implementation of the road map recommendations.

130. The oil industry is traditionally a male-dominated industry, and employment opportunities in the oil industry are thus often skewed towards men. However, the project made notable efforts to encourage women's participation in its activities, including a requirement for at least one female participant in trainings whenever possible. While this criterion could not always be applied across all trainings and countries due to contextual differences, it nonetheless contributed to improved gender representation. A dedicated webinar on women in the oil and gas sector was organized, attracting mainly female participants and providing a platform to discuss challenges, opportunities, and career development for women in the industry. Across all project trainings, out of a total of 1,488 unique participants, 541 were women and 947 were men, reflecting meaningful progress toward gender inclusion.

4.9.4 Environmental and Social Safeguards

131. The project successfully contributed to build capacity in the participating countries for the sound environmental management of the oil and gas sector. Through targeted training, technical guidance, and knowledge-sharing, the project supported countries in strengthening regulatory frameworks and enhancing institutional preparedness to oversee environmentally responsible oil and gas operations. For example, several countries have already prepared contingency plans to address potential oil spills or similar incidents.

132. Some countries that incorporated the social aspect into their Environmental and Social Impact Assessments (ESIAs) within the oil and gas sector have learned from many

disasters worldwide, including in Nigeria and Kenya42, where oil spills have had significant impacts on local communities and farmers causing displacement, loss of livelihoods, and health risks. By integrating ESIAs into planning and approval processes, countries sought to balance economic opportunities from oil and gas with the protection of the environment and the social well-being of local communities.

133. Finally, the planning of the terminal evaluation field missions in two neighbouring countries and going online during the COVID-19 pandemic contributed to minimize the carbon footprint of the project.

4.9.5 Country Ownership and Driven-ness

134. Country ownership of the project was clearly reflected in the active engagement of the OfD country focal points. As earlier mentioned, (cf. Section 4.9.2), they played a central role throughout implementation in ensuring continuous communication and coordination between UNEP and national stakeholders, helping to align project activities with each country's specific needs and priorities.

135. The project also demonstrated a high degree of country-driven-ness, as evidenced by the active participation of a wide range of stakeholders in various project activities. Many countries proactively requested additional support and customized capacity-building trainings to address their needs. For instance, Iraq specifically requested training on site decontamination, which the project provided. This highlighted the project's flexibly to emerging needs of countries. This responsiveness underscored the project's commitment to empowering countries to take ownership of environmental safeguards and to build lasting expertise within their institutions.

4.9.6 Communication and Public Awareness

136. The project made significant advances in communication and public awareness, complementing the achievements under Output D, which focused on multi-stakeholder dialogues and awareness-raising activities. Over the course of the project, 28 multi-stakeholder fora and consultation events were successfully conducted targeting all relevant stakeholders of the sector, providing vital platforms for dialogue among governments, industry, civil society, and other partners. To support knowledge sharing and capacity building, the project established an online open-access library43 that houses learning materials developed for training workshops, making valuable resources widely accessible. This open-access library was publicized through a dedicated global webinar and a subsequent rigorous 3-day workshop to train motivated stakeholder teams from 10 countries to leverage UNEP's OfD learning materials available on this online repository.

137. Additionally, the project maintained a dedicated website hosted by UNEP44, and produced a range of communication materials—including flyers, training banners, and roll-up stands—to effectively promote the Partnership's work within OfD countries and to a broader network of stakeholders. The project also launched the "Global Network on Environment and Oil and Gas" LinkedIn account in June 2018, which expanded rapidly to over 2,000 members by 2020, and 3,000+ followers by 2024, fostering global connections and dialogue. This LinkedIn account is still valid, and relevant information is posted for the community of practice / trained participants network45. The monthly newsletter platform also grew substantially, reaching more than 4,500 subscribers in 2020 and

[42] Interview data: Oil spill of 2015, in Thange, Kenya
[43] https://sites.google.com/view/unep-norway-training-library/library-overview
[44] https://www.unep.org/topics/disasters-and-conflicts/disaster-risk-reduction/unep-norway-partnership
[45] Interview data

increasing to 6,000+ subscribers by 2024 serving as an important tool to disseminate updates, success stories, and technical information to a wide audience.

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

138. **Quality of Project Management and Supervision** – The project demonstrated strong quality in management and supervision through a dedicated and responsive team, effective coordination via TSC, and proactive adaptation to challenges. Strategic guidance from Norwegian partners during annual meetings ensured alignment with evolving national needs and project goals, enabling successful delivery despite delays and complexity. Initial role clarifications within the governance structure improved collaboration, contributing to the project's overall effectiveness and positive outcomes. Criterion is rated **Highly Satisfactory.**

139. **Stakeholder participation and Cooperation** – Stakeholder participation and cooperation were strong, characterized by comprehensive engagement of OfD country focal points and diverse actors including government, CSOs, academia, and the private sector. Active involvement in capacity-building and national dialogues enhanced training relevance and institutional relationships. In-kind support from some national institutions further demonstrated ownership and commitment, contributing to successful implementation. Criterion is rated **Satisfactory.**

140. **Responsiveness to Human Rights and Gender Equality** – The project integrated human rights considerations from the design stage, focusing on inclusive stakeholder engagement, particularly marginalized groups. While not always central during implementation, human rights were addressed in countries' Road Maps. The project made meaningful progress on gender equality by promoting women's participation in trainings and organizing a dedicated webinar, achieving notable female representation among participants. Rating for this criterion is **Satisfactory.**

141. **Environmental and Social Safeguards** – The project effectively strengthened environmental and social safeguards by building national capacity for sound oil and gas management, including enhanced regulatory frameworks and contingency planning. The inclusion of the social aspect in impact assessments (ESIA) will help countries address community impacts such as those seen in Nigeria and Kenya, thereby balancing economic development with environmental protection and social well-being. Planning terminal evaluation missions in two neighbouring countries and shifting online during COVID-19 helped reduce the project's carbon footprint. The criterion is rated **Satisfactory.**

142. **Country Ownership and Driven-ness** – Country ownership was strong, with OfD focal points actively coordinating between UNEP and national stakeholders to align activities with local priorities. The project was highly country-driven, responding to specific requests such as Iraq's need for site decontamination training, demonstrating flexibility and commitment to building lasting national capacity and ownership. Rating for this criterion is **Satisfactory.**

143. Communication and Public Awareness – The project achieved strong communication and public awareness results through 28 multi-stakeholder events that targeted the key stakeholders of the sector as well as non-governmental organizations such academia, the private sector and NGOs, an open-access online library46, and diverse promotional materials. Its UNEP-hosted website, LinkedIn network of over 2,000 members by 2020,

[46] https://sites.google.com/view/unep-norway-training-library/library-overview

and monthly newsletter with 4,500+ subscribers effectively supported knowledge sharing, stakeholder engagement, and global outreach. This criterion is rated **Highly Satisfactory.**

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

Rating for Quality of Project Management and Supervision: Highly Satisfactory

Rating for Stakeholders Participation and Cooperation: Satisfactory

Rating for Responsiveness to Human Rights and Gender Equality: Satisfactory

Rating for Environmental and Social Safeguards: Satisfactory

Rating for Country Ownership and Driven-ness: Satisfactory

Rating for Communication and Public Awareness: Satisfactory

5 CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

144. Overall, this highly relevant project, which fully aligned with UNEP's Medium-Term Strategy and Programme of Work, consistent with global, regional, and national priorities, and fully complementary to Norway's OfD Programme, performed at the Highly Satisfactory level (Table 20). The strongest performing aspects included effective coordination between the dedicated Project Team and the Technical Steering Committee (UNEP, NCA, NEA, Norad) that worked efficiently with the Norwegian partners providing consistent guidance and support. High stakeholder engagement and ownership was evidenced through the strong commitment from OfD national focal points and government agencies, with active participation from a wide range of stakeholders and in-kind support from institutions.

145. The extensive capacity building was carried out with lasting benefits: with over a thousand persons trained, enhancing technical and institutional knowledge in beneficiary countries, institution adopting capacity built, and integration of project materials into university curricula. The project interventions also contributed to governance improvements in the beneficiary countries with the strengthening of national oil and gas sector laws, regulations, policies, and guidelines; development and adoption of contingency plans; and greater use of Environmental and Social Impact Assessments (ESIAs) in planning processes. The project took proactive steps to include women participants where possible, through a gender-focused webinar for example, and integration of human rights considerations into road maps.

146. Some comparative weaknesses included the initial role and responsibility confusion between UNEP and the Norwegian Institutions due to unclear execution roles within the Technical Steering Committee. Although the participation of women was satisfactory, there were some limitations due to the "at least one female participant per institution" approach that was not always applicable or achievable for some of the beneficiary institutions (cf. Section 4.9.3). Another identified weakness was the delay in delivery for various reasons (cf. Section 4.6), requiring adaptive management to meet targets.

147. In terms of achievements, all the planned outputs were successfully delivered, with a high level of quality. All activities, including capacity-building workshops, development of technical resources, capacity needs assessment and road maps development, and facilitation of multi-stakeholder dialogues, were implemented as planned. In several cases, delivery went beyond the original scope, with additional tailored support provided to address country-specific requests. This strong performance reflects effective project management, robust stakeholder engagement, and the ability to adapt to evolving circumstances without compromising quality.

148. Project sustainability has been assessed as Likely. Despite strong socio-political commitment, and financial resources potentially available, some moderate institutional risks exist. The project has established strong sustainability by aligning with national priorities, leveraging the long-standing participation of beneficiary countries in the OfD Programme, and fostering national ownership through officially nominated focal points, stakeholder cooperation, and regional and global environmental commitments.

149. Financially, its roadmap recommendations promote the development of policies, laws, and strategic plans, alongside coordination mechanisms, with long-term success reliant on institutionalizing and funding these actions within national budgets. Institutionally, it

has strengthened legal and regulatory frameworks, enhanced inter-agency cooperation, and built technical capacity applied in contingency planning, EIA review, and policy dialogue, with knowledge further embedded through in-house training, mentoring, and academic integration—ensuring expertise continues to grow for lasting sectoral impact. However, further capacity building was requested from countries.

Responses to Key Strategic Questions

150. The evaluation Terms of Reference included three strategic questions of interest to UNEP. Regarding strategic question one "In what ways, and to what extent, have the needs and interests of differentiated groups been considered in the implementation and monitoring of the project?", the project considered the needs of differentiated groups by integrating gender and social safeguards into training modules and capacity-building activities, ensuring women and broader groups were included in technical and policy processes. National Roadmaps for Capacity Development were developed through participatory processes, allowing countries to reflect local priorities and the needs of diverse stakeholders. While primarily focused on institutional strengthening, the project created inclusive platforms for national institutions, local authorities, the private sector and civil society including academia and NGOs, to promote broader ownership and uptake. Overall, differentiated groups were satisfactorily considered, with gender integration and local stakeholder involvement as notable examples.

151. Regarding strategic question two *"In what ways, and to what extent, were the recommendations from the Mid Term Review actioned upon?",* the recommendations were largely implemented, and the project revisions incorporated the suggestions made during the review (cf. Section 4.9.1.1).

152. With respect to the strategic question three "What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance?", the project shifted activities to online platforms, including consultations, some trainings, and stakeholder meetings. However, challenges such as poor internet connectivity limited the participation of some stakeholders (cf. Section 4.6). Nevertheless, these adaptations allowed the project to maintain momentum and continue delivering. While the lack of in-person engagement may have reduced opportunities for deeper interaction and on-the-ground learning, the use of virtual tools enhanced inclusivity, broadened participation in some cases, and demonstrated flexibility. The pandemic, nevertheless, delayed implementation despite these adjustments made.

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

Table 20: Summary of project findings and ratings[47]

Criterion	Summary assessment	Rating
Strategic Relevance		
1. Alignment to UNEP MTS, POW and Strategic Priorities	Project fully align with UNEP MTSs and POW for capacity building of beneficiary OfD countries to prevent and reduce the risk of disasters and conflicts and to support sustainable recovery from disasters and conflicts as well as to develop and enforce laws and strengthen institutions to achieve internationally agreed environmental objectives and goals	**HS**
2. Alignment to UNEP Donor/Partner strategic priorities	Fully align with Norway's Oil for Development (OfD) programme, established in 2005, offering assistance to developing countries in their efforts to manage petroleum resources in a sustainable manner	**HS**
3. Relevance to global, regional, sub-regional and national environmental priorities	In line with the Ramsar Convention on Wetlands, Convention on Biological Diversity and the World Heritage Convention, and the Nairobi Convention and fully aligns with national development plans promoting sustainable development.	**HS**
4. Complementarity with existing interventions/ Coherence	Complementary with Norway OfD Programme established in 2005 and ended in 2022, in providing technical assistance to and building capacity of OfD countries for sound environmental management in the oil and gas sector	**HS**
Quality of Project Design	Robust design with a clear problem analysis, strong intervention logic, and well-aligned activities addressing capacity, regulatory frameworks, and environmental safeguards as well as gender dimension. Strategies for sustainability, institutional strengthening, and knowledge exchange well integrated, though the ambitious timeframe posed challenges given the scope across twelve countries.	**S**
Nature of External Context	The project faced major disruptions due to the unforeseen COVID-19 pandemic and the 2021 military coup in Myanmar, which necessitated extensions and the suspension of activities in the affected country.	**MU**
Effectiveness		**HS**
1. Availability of outputs	All outputs were successfully delivered, with targets achieved or exceeded. Extensions were required due to COVID-19 disruptions, expanded scope requested by Norway, and additional capacity-building needs from participating countries.	**HS**
2. Achievement of project outcomes	The project fully achieved its outcome indicators, strengthening environmental governance in the oil and gas sector, however the two drivers supporting transition from outputs to the project outcome were only partially in place. .	**HS**
3. Likelihood of impact (use 'likely' scale)	The project outcome was fully achieved, with most assumptions holding, while intermediate states and drivers toward long-term impact were partially realized.	**L**
Financial Management		**HS**
1. Adherence to UNEP's financial policies and procedures	The project benefited from timely fund transfers from Norway, with all UNEP procurement procedures strictly adhered to.	**HS**

[47] Most 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, 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. Completeness of project financial information	All relevant financial information such summary reports of expenditures, co-financing, revisions to budget, donor agreements, auditing and financing and co-financing tables available.	**HS**
Efficiency	Despite four justified revisions, project received strong support from Norwegian partners through additional funding as well as substantial in-kind support from various stakeholders. In applying adaptive, cost-effective measures such as online trainings and strategic planning, all planned outputs successfully delivered within the revised budget and timeframe.	**S**
Monitoring and Reporting		**S**
1. Monitoring of project implementation	Effective monitoring system in place, guided by a clear plan, using disaggregated data to track progress and inform adaptive management decisions.	**S**
2. Project reporting	Reporting was timely, comprehensive, and of quality, meeting donor requirements and UNEP clearance processes while ensuring transparency and accountability.	**S**
Sustainability (use 'likely' scale)		**L**
1. Socio-political sustainability	Project in line with national priorities, building on long-term engagement through the OfD Programme and supported Country Focal Points ensuring coordination and national ownership. Strong commitment from countries, including in-kind support, enhanced stakeholder cooperation, cohesive policy-making, and roadmap recommendations implementation started	**L**
2. Financial sustainability	Funds to support the roadmap recommendations likely to be available through national budgets	**L**
3. Institutional sustainability	Strengthening of legal and institutional frameworks for environmentally sound management of the oil and gas sector, updating or developing laws and regulations, adopting supporting policies, strategic plans, and technical guidelines, and in some cases fostering effective communication and collaboration among relevant authorities in the OfD countries.	**L**
Factors Affecting Performance		**HS**
1. Quality of project management and supervision	Project exhibited strong management and supervision through a dedicated team, effective TSC coordination, proactive adaptation to challenges, and strategic guidance from Norwegian partners, and enabling successful delivery despite delays and complexity.	**HS**
1.1 UNEP/Implementing Agency:	Project benefited from a dedicated team, led by a committed PM, whose consistent technical support, operational guidance, and proactive problem-solving ensured activities stayed aligned with objectives despite challenges like COVID-19 and political instability	**HS**
1.2 Partners/Executing Agency:	Unlike traditional projects, this initiative relied on a TSC composed of UNEP, NCA, NEA, and Norad, which met thrice annually to collectively plan, coordinate, and align activities with country-specific needs and OfD Programme priorities, and led to strong collaboration, shared understanding, and coordinated execution, ultimately enabling effective implementation and contributing to the project's overall success.	**HS**

Criterion	Summary assessment	Rating
2. Stakeholders' participation and cooperation	Strong stakeholder participation with active engagement of OfD country focal points, government, CSOs, academia, and the private sector, whose involvement in capacity-building, national dialogues, and in-kind support demonstrated ownership, strengthened institutional relationships, and contributed to successful implementation.	**S**
3. Responsiveness to human rights and gender equality	Project integrated human rights from the design stage and promoted gender equality through inclusive stakeholder engagement, women's participation in trainings, and a dedicated webinar.	**S**
4. Environmental and social safeguards	Project strengthened environmental and social safeguards through national capacity-building, improved regulations, inclusive ESIAs, and reducing carbon footprint during the terminal evaluation mission	**S**
5. Country ownership and driven-ness	Country ownership was strong, with OfD focal points coordinating activities to local priorities and highly country-driven, responding to specific requests such as Iraq's need for site decontamination training	**S**
6. Communication and public awareness	Project achieved strong communication and public awareness targeting a wide of stakeholders relevant to the sector through multi-stakeholder events, an open-access library, promotional materials, and digital platforms reaching thousands to support knowledge sharing and awareness raising.	**S**
Overall Project Performance Rating		**HS**

5.2 Lessons learned

Lesson Learned #1:	**Effective governance and clear roles are essential:** In a multi-institutional steering committee, clearly defining roles from the outset is essential for ensuring effective governance, enhancing coordination, and minimizing confusion.
Context/comment:	While the TSC model proved to be effective, the initial phase of implementation was marked by some confusion regarding the division of roles and responsibilities between UNEP and the Norwegian institutions. However, once these operational clarifications were made, collaboration within the TSC significantly improved and led to a shared understanding and strong working relationships
Cross-reference(s) to relevant paragraphs	Paragraph 125

Lesson Learned #2:	**Dedicated project team and strong partner support are critical:** Successful project implementation depends on having committed staff and receiving timely technical and financial support from partners that would ensure that activities are carried out effectively and objectives are achieved.
Context/comment:	The project benefited from a dedicated project team–constituted mainly by consultants or individual contractors– led by a committed PM. Throughout the implementation period, the team consistently fulfilled its role, providing timely technical support, operational guidance, and coordination across the various components of the project. The project received strong strategic as well as financial support, and oversight from Norad and other Norwegian partners, who played an instrumental role in guiding the overall direction of the initiative for the successful implementation of the project
Cross-reference(s) to relevant paragraphs	Paragraphs 120 and 121

Lesson Learned #3:	**Flexibility in project implementation ensures continuity:** Using adaptive approaches, such as virtual trainings and online meetings, made it possible for the project to continue moving forward and sustain progress even when faced with unexpected challenges like the COVID-19 pandemic.
Context/comment:	Due to the COVID-19 pandemic, the project shifted to online training and virtual meetings, which helped maintain momentum to some extent despite global disruptions
Cross-reference(s) to relevant paragraphs	Paragraph 98

5.3 Recommendations

Recommendation #1:	It is suggested that the upcoming Norway–UNEP cooperation on Energy for Development (EfD) could integrate targeted capacity-building support for OfD countries, responding to the capacity needs requested by the countries and highlighted in their Road Maps and building on the foundations established through the first phase of cooperation.
Challenge/problem to be addressed by the recommendation:	To address further capacity building needs requested by countries and also made in the road map recommendations
Cross-reference(s) to relevant paragraphs	Paragraph 117
Priority Level:	Important
Type of Recommendation	Project level
Responsibility:	UNEP project team
Proposed implementation time-frame:	12 months

Recommendation #2:	It is recommended that greater investment be directed towards academic uptake and capacity building in environmental governance to ensure the sustainability of trainings delivered under the project. Such investment should come not only from the OfD countries but also be supported by UNEP and Norway through the new EfD project, thereby strengthening institutional capacities and embedding knowledge within academic and professional structures for long-term impact.
Challenge/problem to be addressed by the recommendation:	The project made efforts to encourage universities in OfD countries to co-develop or deliver specialized courses related to environmental management in the oil and gas sector. While this initiative yielded some success—with a few universities in selected countries now offering such courses—broad academic uptake remains limited.
Cross-reference(s) to relevant paragraphs	Paragraph 85
Priority Level:	Important
Type of Recommendation	UNEP and partners
Responsibility:	Relevant authorities in the OfD countries
Proposed implementation time-frame:	12 months

Recommendation #3:	It is recommended that OfD countries prioritize and take concrete actions to implement the Road Map recommendations in order to ensure sound environmental management of the oil and gas sector.
Challenge/problem to be addressed by the recommendation:	To ensure the sound environmental management in the oil and gas sector to minimize risks of disasters
Cross-reference(s) to relevant paragraphs	Paragraph 86
Priority Level:	Important
Type of Recommendation	Partners
Responsibility:	Relevant authorities in the OfD countries
Proposed implementation time-frame:	12 months

Recommendation #4:	It is recommended that OfD countries integrate the promotion and protection of human rights, gender equality, and the inclusion of marginalized and vulnerable groups as core principles during the implementation of the Road Map recommendations.
Challenge/problem to be addressed by the recommendation:	To ensure the protection of human rights, gender equality, and the inclusion of marginalized and vulnerable groups
Cross-reference(s) to relevant paragraphs	Paragraph 129
Priority Level:	Important
Type of Recommendation	Partners
Responsibility:	Relevant authorities in the OfD countries
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
	All comments were addressed satisfactorily		

ANNEX II. EVALUATION FRAMEWORK

Evaluation criteria	Indicators	Means of verification
Strategic Relevance		
Were the objectives and implementation strategies consistent with (i) *Regional, Sub-regional and National Environmental Priorities (ii) UN Environment / Donor Strategic Priorities (iii) Complementarity with Existing Interventions*	Level of alignment with regional, sub-regional and national environmental priorities, UN Environment and Donor Strategic priorities at the time of design and implementation	ProDoc; interviews with UNEP Project Manager (PM), Head of disaster reduction risk unit, Head of Branch, Norad, NEA, national OFD focal points
Effectiveness		
(i) *Delivery of outputs* • How successful was the project in producing the programmed outputs and achieving milestones as per the design document / approved workplan? • Were key stakeholders appropriately involved in producing the programmed outputs?	Output level indicators of Logical Framework Stated contribution of stakeholders in achievement of outputs	For both questions: • Review of relevant documents such as PSC, technical meetings and monitoring reports, MTR report, annual and country reports • Interviews with UNEP Project Manager, project team, PSC members, Norad, NEA, technical committee members, consultants and experts, national OFD focal points, national disaster institutions, national oil companies
(ii) *Achievement of direct outcome* • To what extent has the project outcome" *Governments in OfD countries take actions to improve the environmental management of their oil and gas sectors*" been achieved?	• Indicators in Logical Framework at Outcome level	• Review of relevant documents such as PSC, technical meetings and monitoring reports, MTR report, annual and country reports • Interviews with UNEP Project Manager, project team, PSC members, Norad, NEA, technical committee members, consultants and experts, national OFD focal points, national disaster institutions, national oil companies
(iii) Likelihood of impact • Are the governments of beneficiary countries effectively programming and planning for improved environmental management of the oil industry to reduce disaster risks?	• Number of countries taking actions to implement the recommendations of the Institutional Capacity Needs Assessment report • Number of training participants putting their newly built capacity into practice.	• Interviews with national OFD focal points and other relevant national counterparts • Survey questionnaires targeting participants of capacity building training courses/workshops
Efficiency		
• Has the project been able to deliver the results within the planned budgets in a timely manner?	• Level of compliance with expected milestones mentioned in Logical	For all questions:

Evaluation criteria	Indicators	Means of verification
• Did make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. to increase the efficiency of the project? • If occurred, what are the main reasons for delay/changes in implementation? Have these affected project execution, costs and effectiveness?	framework and with respect to financial planning and annual plans • Level of inclusion of preexisting initiatives and institutions, etc. • List of reasons, validated by PSC and project team. Level of compliance with Logical framework, time framework, planned budgets and annual plans.	• Review of relevant reports and documents such PSC meeting, progress, annual and other relevant reports, financial reports • Interview with PM and the project team, FMO, PSC members, Norad, consultants and experts
Monitoring Reporting and Evaluation		
(i) Monitoring Design and Budgeting *(ii) Monitoring of the project and of Project Implementation* • Was the monitoring system operational and did it facilitate the timely tracking of results and progress towards projects objectives throughout the implementation period? Gender and other vulnerable group considered? Was the information used to adapt and improve execution, achievement of outcomes and ensure sustainability? *(iii) Project Reporting* • Have the PM, Project Team and other relevant reporting commitments been fulfilled? (iv) Evaluation arrangements • What are the arrangements (including planning, financing and responsible institution) in place for the evaluation of the project?	(i) This section is covered under Section E of **Annex C - Completed assessment of the Project Design Quality** (ii) Level of implementation of M&E system (execution of activities); Changes in implementation approach to adapt to changing situations; (iii) Compliance with reporting requirements as mentioned in ToRs and / or project documents (iv) Compliance with evaluation plans	For all questions: • Project document and annexes • Interview with PM and project team, PSC members, PM, project team, FMO, PSC members, OFP focal points • Copies of relevant all reports; • Information gathering through survey questionnaires
Sustainability		
(i) Socio-political sustainability • Are there any social or political factors that may influence positively or negatively the sustenance of project results and progress towards impacts? • Is the level of ownership by the key main national counterparts sufficient enough to allow for the project results to be sustained?	• List of factors • Active participation of key stakeholders in project implementation.	For all questions • Relevant project documentation and reports • Interview with PM, project team, PSC members, Norad, NEA, OFP focal points, other relevant national stakeholders

Evaluation criteria	**Indicators**	**Means of verification**
• Are there sufficient counterparts' and other key national stakeholders' and other key partners' awareness, interests, commitment and incentives to integrate or mainstream project results into regional and national legislation, policies or programmes? *(ii) Financial sustainability* • To what extent are the continuation of project results and eventual impact dependent on (continued) financial resources? Can these financial resources be mobilized? (iii) *Institutional sustainability* How robust are the institutional achievements such as governance structures and processes, policies, legal and accountability frameworks etc. to continue delivering the benefits associated with the outcomes beyond the life of the project?	• Estimation of financial requirements. Availability of budgets • Level of commitment, proved by formal agreements, included recommendations, declarations, of key stakeholders in governance structures that sustain project results	• Information gathered through survey questionnaires
Factors and Processes Affecting the Performance of the Special Programme		
(i) Preparation and readiness • Were the partnership arrangements properly established, and the roles and responsibilities of key partners negotiated prior to development of the project? Were the resources (mobilization of funds, adequate staffing, and facilities) already assured? *(ii) Quality of Management and Supervision* • To what extent have the project implementation mechanisms outlined in the project document been followed and were effective in delivering project milestones, outputs and outcome? Were pertinent adaptations made to the approaches originally proposed? • Was technical backstopping and supervision provided by the PM, project team, and partners adequate and to what extent did it contribute to achieve success? *(iii) Stakeholder participation and Cooperation* • How was the overall collaboration among key partners / stakeholders of the project including PM, project team, PSC members, Norad, EPA, partners, OFP focal points, NGOs, and	(i) Commitment of key stakeholders and partners. Levels of funds available (ii) Level of implementation of mechanisms outlined in project proposal. Adaptive management applied. Level of satisfaction of stakeholders and beneficiaries	For all questions: (i) Letters of commitments and agreements of partners; (ii) Relevant project documentation such as the project document and annexes; monitoring, meeting, progress, annual, and evaluation reports (iii) Interviews with PM, project team, PSC members, Norad, NEA, partners. PM, project team, OFP focal points, and other relevant stakeholders (iv) Information gathered through survey questionnaires

Evaluation criteria	Indicators	Means of verification
other partners? Different functional units of UNEP involved in the project? To what extent did this collaboration contribute to the effective delivery of planned outputs in a timely manner? *(iv) Responsiveness to Human rights and Gender Equity* • To what extent the design, implementation and monitoring of the project have taken into consideration: (i) possible gender inequalities in access to, and the control over natural resources; (ii) specific vulnerabilities of women and children to environmental degradation or disasters; and (iii) the role of women in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation? *(v) Country Ownership and Driven-ness* • To what extent have the national partners assumed responsibility and provided adequate support to project execution, including the degree of cooperation received from the various public institutions involved in the project? *(vi) Communication and Public Awareness* • Has a communication and public awareness strategy been developed to share results and lessons produced by the project?	(iii)Perceived level of collaboration and coordination among key partners / stakeholders Delivery of outputs and activities as planned. Level of participation of project partners in project design and actual inclusion in project implementation arrangements (iv) Human rights and gender dimension specifically considered through all stages: design, implementation and monitoring of the project (v) Endorsement of QSP projects by governmental agencies and active involvement. Provision of counterpart funding (vi) Communication Tools and plans developed	

ANNEX III. STAKEHOLDERS CONSULTED DURING THE EVALUATION

Stakeholders consulted during the evaluation *[No names should be included]*

Organisation	Position	Role in the project	Gender
UNEP	Head of UNEP Disasters & Conflicts Branch	Implementing agency	F
	Programme Management Officer, Disasters & Conflicts Branch	Project Manager	F
	UNEP Disasters & Conflicts Branch	Project team member	M
	UNEP Disasters & Conflicts Branch	Project Team Member	F
	UNEP Disasters & Conflicts Branch	FMO	M
Norad	Senior adviser	OFD Secretariat, Donor Agreement focal point	M
NCA	Special advisor	NCA Coordinator, main focal point for UNEP, NCA focal point for Regional Trainings, Kenya, Ghana, Uganda	M
NEA	Senior Environment and Development Adviser	NEA Coordinator, main focal point for UNEP, NEA focal point for Kenya, Tanzania, Uganda, Lebanon, Iraq, Somalia	M
Environment Institute of Kenya	Chairman	Focal point from institution	M
	Member	Focal point from institution	M
	Member	Focal point from institution	M
Kenya Maritime Authority (KMA)	Assistant Director-Marine Environment	Focal point for KMA	M
Kenya National Environment Management Authority	Senior Principal Environmental Compliance Officer	OfD country focal point	M
	County Director of Environment	OfD country focal point	F
Kenyatta University	Lecturer	ToT participant	F
Uganda National Environment Management Authority	Senior Environmental Inspector, Head of Oil and Gas Unit	OfD country focal point	M
	Senior Environmental Officer	OfD country focal point	F
	Senior Environmental Officer	OfD country focal point	F
Petroleum Authority of Uganda	Head of Division	Focal point from institution	F
	Environmental Engineer	Focal point from institution	M
	Environmental Engineer	Focal point from institution	M
	Environmental Engineer	Focal point from institution	F
Uganda Ministry of Energy and Mineral Development	Assistant Commissioner for HSE	OfD country focal point	F
	Officer	OfD country focal point	M
	Officer	OfD country focal point	M
Uganda Ministry of Water and Environment	Senior Environment Officer	Focal point from institution	F
Iraq Ministry of Environment and Sustainable Development	Engineer	OfD country focal point	M
Mozambique Ministry of Land and Environment	Senior Chemical & Hazardous Waste Management Officer	OfD country focal point	M
Somalia Ministry of Environment and Climate Change	Technical Advisor	OfD country focal point	M
National Environment Management Council; Zanzibar Environmental Management Authority	Senior Officer, Division of EIA	OfD country focal point	F

ANNEX IV. KEY DOCUMENTS CONSULTED

Project planning and reporting documents

- Project Document and Project Revisions
- TSM and annual reports
- Annual work plans and budgets
- Annual Financial reports and expenditures breakdown
- Certified Financial Statement
- Partnership Legal Agreements
- UNEP Internal Cooperation Agreements
- Monitoring reports at Output and Outcome levels
- M&E Country outcome documentation (9 countries)

Project outputs – Overall

- Annual surveys of participants
- Consolidated country action plans
- Expressed training needs in OFD countries

Project outputs work package A: Output A CNA check lists with desk reviews

- CNA check list for all countries
- Radar Chart Detailed
- Rapid check lists

Project outputs work package B: Output B Trainings

- Copies of training modules developed
- Training workshop reports including list of participants
- Training feedback reports

Project outputs work package C: Output C Roadmaps for Capacity Development

- Copies of Road Map developed for the six countries
- All documentation related to the road map development including surveys, reports of reviews, reports of persons interviewed, reports of fact finding missions, and reports of meetings

Project outputs work package D: Output D Multi-Stakeholder Dialogues

- Global dialogues: copies of concept notes, reports of meetings, webinar reports, copies of presentations made
- National dialogues: reports of consultation meetings, report of validation workshop for the road maps

Project outputs work package E: Output E Technical Assistance

- Documentation for technical assistance to Iraq
- Documentation for technical assistance to Myanmar
- Documentation for technical assistance to Somalia

Previous evaluations

- Report of the MTR

ANNEX V. EVALUATION ITINERARY

	Mission Kenya		
9 June 2025*	10:00	National Environment Management Authority (NEMA)	NEMA Head Office, Eland House, Small Conference room
	TBD (afternoon)	Kenya Maritime Authority (KMA)	Virtual (KMA is based in Mombasa)
10 June 2025	10:00 - 12:00	Environment Institute of Kenya (EIK)	EIK office, Nairobi.
	14:00	Kenyatta University	Java Southfield Mall, Nairobi
	Mission to Uganda		
11 June 2025	11:00	Ministry of Water and Environment	Ministry of Water and Environment, Kampala
	14H30	NEMA	NEMA offices in Kampala
12 June 2025	10:00	Ministry of Energy and Mineral Development	Petroleum House, Entebbe (Kampala suburb)
	14:00	Petroleum Authority of Uganda	Petroleum House, Entebbe (Kampala suburb)

* Due to a flight issue, the interviews scheduled for 9 June 2025 did not happen, interviews were carried out online after the mission

ANNEX VI. COMMUNICATION AND OUTREACH TOOLS

1. Project website: https://www.unep.org/topics/disasters-and-conflicts/disaster-risk-reduction/unep-norway-partnership
2. Online open-access library: https://sites.google.com/view/unep-norway-training-library/library-overview
3. https://www.linkedin.com/company/genevaenvironmentnetwork/

ANNEX VII. BRIEF CV OF THE EVALUATOR

Name	Nee Sun CHOONG KWET YIVE
Profession	Retired from University of Mauritius since March 2025. I joined UoM in 1994, and I was Associate Professor in Physical and Analytical Chemistry
Nationality	Mauritian
Country experience	• Europe: Austria, Switzerland, Italy and Greece • Africa: Ghana, Kenya, Ivory Coast, Senegal, Mozambique, Tanzania, Togo, Guinea, Senegal, Ethiopia, Morocco, Tunisia, Egypt, Mali, Cameroon, Cap Verde, Zambia, Zimbabwe, Burkina Faso • Asia: Armenia, Mongolia, Indonesia, Thailand, Sri Lanka, Viet Nam, Cambodia, China, India, Nepal, Jordan, Laos, Malaysia • Oceania: Philippines
Education	• PhD in Chemistry

Short Biography

Mr Choong Kwet Yive is an independent consultant having undertaken over 40 terminal and midterm evaluations of UNIDO- and UNEP-implemented projects in the fields of chemicals and wastes management and in the energy sector across more than 35 countries

Key specialties and capabilities cover: Project development, project evaluation, and risk assessment in the fields of chemicals management including POPs and other hazardous chemicals

Selected assignments and experiences

- July 2019 – January 2020: Mid-Term Evaluation of UNEP's "*Special Programme to support institutional strengthening at the national level for implementation of the Basel, Rotterdam and Stockholm conventions, the Minamata Convention and the Strategic Approach to International Chemicals Management*"
- August 2019 – February 2020: Terminal Evaluation of the GEF funded and UNEP implemented project "*Demonstration of Sustainable Alternatives to DDT and Strengthening of National Vector Control Capabilities in Middle East and North Africa*" GEF ID 2546
- August 2020 – December 2020: Mid-Term Evaluation of the GEF/UNEP project "*Integrated Health and Environment Observatories and legal and institutional strengthening for the Sound Management of chemicals in Africa (African ChemObs)*" GEF ID 9080
- January – April 2021: Terminal evaluation of the GEF/UNEP project "*Pacific POPs Release Reduction through Improved Management of Solid and Hazardous Wastes*" – GEF ID 4066
- April – July 2021: Mid-term review of GEF/UNIDO project "*Demonstration of Mercury Reduction in the Production of Vinyl Chloride Monomer in China*" – GEF ID: 6921
- July – September 2021: Terminal Evaluation of the GEF-UNEP Project "*Defining and demonstrating best practices for exchange of information on chemicals in textile products*" – GEF ID: 5662
- May – August 2022: Independent Terminal Evaluation of the GEF/UNIDO project "*Demonstration of BAT and BEP in open burning activities in response to the Stockholm Convention on POPs*" – GEF ID: 5082
- April – July 2023: Independent Terminal Evaluation of the GEF/UNIDO project "*Increased energy access for productive uses through the development of small hydropower in rural areas*" – GEF Project ID: 5317
- January – April 2024: Independent Terminal Evaluation of the GEF/UNIDO project "*Environmentally sound management of PCB wastes and PCB-contaminated Equipment in Sri Lanka*" – GEF ID: 5314
- June – September 2024: Independent Terminal Evaluation of the GEF/UNIDO project "*Greening of Scrap Metal Value Chain through the Promotion of BAT/BEP to Reduce U-POPs Releases from Recycling Facilities*" – GEF ID: 9222
- July 2024 – January 2025: Independent Terminal Evaluation of the UNEP Project "*Secretariat Services to the Strategic Approach to International Chemicals Management*" – PIMS 02005

ANNEX VIII. QUALITY ASSESSMENT OF THE EVALUATION REPORT

Evaluand Title: Terminal Evaluation of the UNEP Project "Strengthening the environmental management of the oil and gas sector in fragile and developing countries" PIMS ID 1957– SMA ID 30586

Evaluator: Nee Sun CHOONG KWET YIVE

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 except a summary response to the key strategic questions. Strengths/weaknesses: The Executive Summary represents a concise and accurate standalone summary of the evaluation report.	5
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 • 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	Coverage/omissions: All elements adequately addressed. Strengths/weaknesses: The report presents a comprehensive description of the key dimensions of the evaluand required.	6
Section C: Evaluation Methods and Theory of Change	Assessment	

Report Quality Criteria	**UNEP Evaluation Office Comments**	**Final Report Rating**
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 elements adequately addressed. Strengths/weaknesses: The section provides a clear description of the evaluation methods including clear rationale for the methods used, selection criteria for respondents and field visit sites, and strategies for inclusivity. The report also includes a description of the limitations faced during the evaluation and mitigation action taken.	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*[48] 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 elements are well addressed Strengths/weaknesses: The ToC at Evaluation is well presented both in narrative and diagrammatic forms. The causal pathways are articulated, and the drivers and assumptions discussed.	6
Section D: Evidence and Analysis	Assessment	
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	Strengths/weaknesses: The report provides sufficient evidence to support findings. Evidence has sufficiently been triangulated and gaps in evidence sufficiently explained.	6

[48] 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*.

Report Quality Criteria	UNEP Evaluation Office Comments	Final Report Rating
• data sources that are reliable, adequate, sufficient for the scope of the evaluation		
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	Strengths/weaknesses: The presents clear, coherent and logical findings. The ratings are also aligned with UNEP's Criteria Ratings Matrix.	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 during inception/mobilisation[49]), with other interventions addressing the needs of the same target groups.	Coverage/omissions: All elements are adequately addressed. Strengths/weaknesses: All elements related to strategic relevance of the evaluand are covered to a satisfactory level.	6
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 report presents a summary of the project design's strengths and weaknesses.	**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[50]), and how they affected performance?	Coverage/omissions: The report presents a section on nature of the external context which analyses the negative externalities to project implementation.	**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 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).	Coverage/omissions: All elements are well addressed. Strengths/weaknesses: This report presents a detailed and evidence-based assessment of the level of achievement of project outputs.	6

[49] 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.

[50] 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.

Report Quality Criteria	**UNEP Evaluation Office Comments**	**Final Report Rating**
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 elements are well addressed. Strengths/weaknesses: This report presents a detailed and evidence-based assessment of the level of achievement of project outcomes.	6
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 elements are well addressed. A discussion/assessment of the extent to which the drivers and assumptions presented in the ToC at Evaluation are expected to hold is also presented. Strengths/weaknesses: The section presents a logical analysis of the ToC following the causal pathways. Also included in the analysis are the assumptions, drivers and the actors involved in the change process.	6
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: • *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	Coverage/omissions: All elements are well addressed. Strengths/weaknesses: The section presents a concise analysis of all the dimensions of financial management.	6
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 elements are well addressed. Strengths/weaknesses: The section discusses aspects related to timeliness, cost-effectiveness of project execution. The report also includes an analysis of project team efforts to leverage pre-existing institutions, partnerships and complementarities with other initiatives. However, the report doesn't include an analysis of project efforts / or the lack of in minimising UNEP's environmental footprint.	5

Report Quality Criteria	**UNEP Evaluation Office Comments**	**Final Report Rating**
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 elements are well addressed. Strengths/weaknesses: The report analyses both sub-criteria under Monitoring and Reporting. The analysis covers monitoring efforts by the project include challenges encountered and analysis of the frequency and quality project reporting.	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 elements are adequately addressed. Strengths/weaknesses: The report analyses the three dimensions under sustainability. However, considering that sustainability is context specific, the analysis would have benefited from a country specific analysis of sustainability.	4
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[51] • 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 elements are well addressed. Strengths/weaknesses: An assessment of all the factors affecting performance is presented as a stand-alone section within the report.	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	Coverage/omissions: All elements are well addressed. Strengths/weaknesses: The section presents lessons learned drawn from real project experience and summary responses to the strategic questions. On the other hand, the report presents a summary of the findings. The analysis could have	4

[51] 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.

Report Quality Criteria	UNEP Evaluation Office Comments	Final Report Rating
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 experiences, describe the context from which they are derived, and do not duplicate recommendations	provided deeper insights into the performance of the evaluand beyond the findings.	
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 elements are well addressed. Strengths/weaknesses: The report presents actionable and time bound recommendations based on identified problems in project implementation.	5
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 expected elements are included in the report. Strengths/weaknesses: The report is complete and follows the Evaluation Office guidelines. Overall, the report is clear and well written. The tone is adequate.	6
OVERALL REPORT QUALITY RATING	**Highly Satisfactory**	**5.5**

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.